



# Guaranteed Ride Home: Taking the Worry Out of Ridesharing

## November 1990

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This handbook introduces the Guaranteed Ride Home program as an incentive to encourage ridesharing. It provides program design and implementation procedures for employers and Employee Transportation Coordinators.

For further information and assistance, contact Commuter Transportation Services, Inc. (CTS), 3550 Wilshire Boulevard, Suite 300, Los Angeles, CA 90010. CTS is a private, non-profit organization founded in 1974. Its mission is to improve commuter mobility by providing services and information on ridesharing programs and other alternatives to driving alone.

- Los Angeles County: 380-7750
- Riverside/San Bernardino Counties: (714) 422-8088
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## ***What is a Guaranteed Ride Home program?***



Guaranteed Ride Home programs work like a safety net to take the worry out of ridesharing. They allow employees to carpool or vanpool worry-free, confident that their employer has a program in place that will provide a ride if they really need one.

Sometimes called guaranteed return trip or emergency ride home programs (all referred to in this handbook as Guaranteed Ride Home or GRH programs), they promote ridesharing by eliminating one of the most frequently cited reasons people opt to drive alone: the fear that they won't have a vehicle in an emergency or if they can't leave at their usual time.

Such fears have plagued transportation programs for years because they keep people from ridesharing on a regular basis. Many commuters won't share the ride at all, even once a week, on the outside chance that they might be stranded. GRH programs counteract this often irrational fear with the reassurance of a reliable backup ride, at minimal or no cost, to get them to their destination quickly.

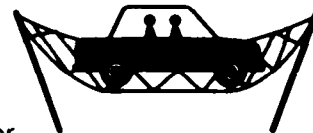
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## ***Why should we offer a GRH program?***

Asked what would encourage them to share the ride to work, commuters mention GRH programs more than any other incentive or benefit. In some cases, guaranteed rides seem almost a prerequisite before people will even consider leaving their car at home.

In addition, studies have shown that GRH availability significantly reduces the number of people who revert from carpooling, vanpooling and public transit to driving alone.

As trip reduction ordinances and regulations such as the South Coast Air Quality Management District's Regulation XV (SCAQMD) require employers to reduce traffic by offering their employees alternatives to driving alone, an increasing number of employers have formalized GRH programs. Informal programs have been in place at many companies for years. The employee who needed a ride would call a taxi or find a co-worker to take them home or loan them a car. Sometimes the Employee Transportation Coordinator (ETC) would deliver them personally.



Rarely did companies set policy on the subject, nor did they usually tell employees that the service was available. Certainly, informal programs weren't marketed to increase commute management program participation. Only recently have companies begun to view GRH as a way to convince people to give ridesharing a try.

*Continued*



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## ***How much will it cost?***



In general, GRH programs don't cost much to implement.

Costs vary according to the type of work force you employ, the situations in which employees may use GRH, the types of alternative transportation you offer, and the frequency of unplanned overtime.

Research shows, however, that ridesharers use GRH programs infrequently. GRH is a cost-efficient "insurance plan" for ridesharers and a potentially powerful marketing tool.

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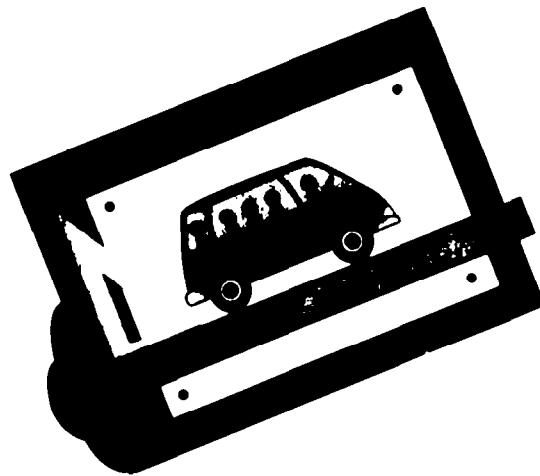
## ***How to use this handbook***

This handbook is divided into three sections—program design, implementation and appendices—to help you develop an effective GRH program.

Each chapter presents information on program development, a synopsis of information gathered from existing programs (see Appendix A for background research) and hands-on tips to tailor your program to your specific needs. In addition, the appendices include sample documents as well as more detailed information about specific topics.

# Program Design

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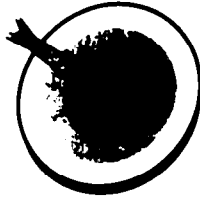


- *Outline goals and objectives*
- *Understand company and employee needs*
- *Approximate number of trips to be taken*
- *Identify options*
- *Recognize liability issues*
- *Solicit management support*





## Outline Goals and Objectives



## Experience

The first thing to do is ask questions. Who should your program serve? Will you position it to attract drive-alone commuters into ridesharing? If so, how many? How will it help retain current ridesharers?

Determine the situations in which employees can legitimately use GRH. Will it be used only for emergencies? If so, what constitutes an emergency? What about unscheduled overtime? Business errands? Personal errands? Can an employee use a GRH vehicle to go to more than one destination?

## Program Design

### ■ Outline goals and objectives

- Well over half the companies in the counties of Los Angeles, Riverside, San Bernardino, and Ventura that offer formal GRH programs (company has a written policy) organized them specifically to help meet trip reduction laws such as SCAQMD's Regulation XV, according to CTS' GRH profile, a survey of companies conducted in 1989. Other reasons to implement GRH programs included employee interest in GRH programs, increasing carpooling and vanpooling at the company, and the local Transportation Management Organization (TMO) began to offer a program to members.
- The Warner Center TMO in the San Fernando Valley implemented a program specifically to make ridesharing more attractive to solo commuters.
- Ridesharers at the Hughes Training and Support Systems Group in Long Beach expressed concern that they didn't have alternate transportation. A GRH program solved the problem.
- Fewer working parents rideshare than commuters without children, according to the 1989 South Coast Metro survey of commuters in Orange County. More women than men feel they need a vehicle on hand for family emergencies; respondents with children in child care express more concern than those without childcare obligations. GRH programs substantially increase the number of working parents who feel comfortable ridesharing without a personal vehicle on site.

One in four ridesharers stop or are tempted to stop ridesharing when they have problems managing overtime or emergencies, according to the South Coast Metro survey.

- When Seattle Metro offered commuter lane users subsidized emergency transportation, commuter lane use increased and more current users stayed with ridesharing.
- An overall goal might be to provide emergency transportation that's just as fast and convenient as an employee's personal vehicle.
- Offer the program to all employees who use alternate means of travel. Include bikers, walkers and transit users—not just carpoolers and vanpoolers.

## Tips

## ***Understand Company and Employee Needs***

Conduct a short survey to assess your situation (see Appendix C for a sample employee GRH needs assessment survey). Ask the following types of questions:

- Do your employees often work unscheduled overtime?
- What are your employees' commuting concerns?
- Would your employees need to have cars available for emergency transportation, or would other methods suffice?
- How many employees would try ridesharing if you implemented a program?

Take into account the resources your company might already have, such as company fleet vehicles or nearby public transit. Also consider any restrictions that limit your resources.

For some companies, successful programs are run by Transportation Management Organizations or Associations (referred to in this handbook as TMOs)—usually employers, developers and others in the same area who implement collective transportation programs.

Find out if there's a TMO in your area that may already offer a viable program. You can get information on current TMOs, and on how to form a new TMO, from Commuter Transportation Services, Inc. (CTS), at the address and phone number on the inside cover of this guide.

## ***Experience***

- Nearly a third of all employees worried about unplanned overtime, according to the South Coast Metro survey. Two-thirds feared they might not have a car in an emergency. A significant percentage also mentioned needing a car for business appointments and personal errands.



Eighteen percent had experienced one emergency in the preceding six months; 12 percent had experienced two. One third never work overtime, while 30 percent work overtime once or twice a month. Ninety percent of the employees who said they were very concerned about the need for a vehicle drove to work alone.

More than two thirds said they would try ridesharing if GRH use were open for a variety of uses, including emergencies or overtime.

## ***Tips***

- Ask the right questions. Make sure you ask questions that will help you assemble an effective GRH program.

## Approximate the Number of Trips to be Taken



Need for GRH programs varies, depending upon use restrictions, employee demographics, the type of company, and frequency of unscheduled overtime. Therefore the best predictions derive from experience. It may seem hard to anticipate the need for GRH before you implement the program, but you can certainly get pertinent information from a questionnaire.

To make an educated guess, ask your employees how often they think they might use a GRH program. Keep in mind that people almost always overestimate their need.

In addition, follow these steps to determine an estimate of program use during the course of one year:

1. Determine the number of current ridesharers.

**Example:** 350

2. Multiply that number by the percentage that best applies: .5 percent for conservative use, 8 percent for average use, or 20 percent for high use

**Example A:**  $350 \times .005 = 1.75$ , rounded up to two trips per company per year

**Example B:**  $350 \times .08 = 28$  trips

**Example C:**  $350 \times .2 = 70$  trips

3. Estimate the cost per trip for budgeting purposes.

**Example:** A taxi ride that begins in the city of Los Angeles currently costs \$1.90 plus \$1.60 each mile. There is also a 30-cent per minute waiting/traffic delay, and a 15 percent gratuity. Given that the average one-way commute trip distance in CTS' four-county region is 16 miles, an average trip costs \$32. Replace CTS' data with the average trip distance for your ridesharing employees.

See Appendix A for cost comparison of GRH program options.

4. Multiply the number of expected trips by the average cost per trip.

**Example A:**  $2 \text{ trips} \times \$32/\text{trip} = \$64$  per year

**Example B:**  $28 \text{ trips} \times \$32/\text{trip} = \$896$  per year

**Example C:**  $70 \text{ trips} \times \$32/\text{trip} = \$2,240$  per year

## Experience

- CTS research indicates that annual average use ranges from .5 percent to about 20 percent, with the highest use most often at companies where unplanned overtime is common. Programs offered for

## Program Design

- **Understand company and employee needs**
- **Approximate the number of trips to be taken**

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## Experience (continued)

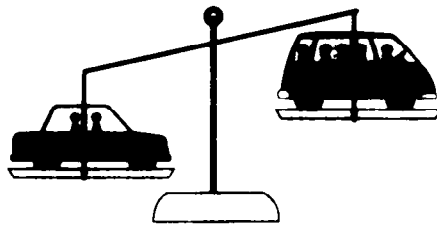


figure may be high given that many companies have reported little to no use of the program.

emergency use only tend to be used less than programs that allow use due to overtime, business appointments, personal appointments and/or errands. Discounting extremes, use seems to average about 8 percent—although this

Use for emergency-only programs typically range from .5% to 8% per year. See Appendix A for CTS' GRH profile usage rates among Southern California companies.

- The South Coast Metro survey found that use ranged from .3 to 5.5 percent depending upon many of the factors listed above.
- The Seattle survey found that only .5 percent of ridesharers actually used the service within an 18-month period.
- Use appears to be higher for programs like backup or straggler vans that operate on a regular schedule rather than as needed, according to a 1988 survey by Crain and Associates, a transportation consulting firm.

## Tips

- Don't underestimate expenses. But remember, GRH programs tend to be used less often than anticipated.
- Remember that the longer the average employee commute distance, the more expensive trips will be. Long distance commuters also have the hardest time finding alternate means of travel without GRH options. Employees who live close to the workplace can often find a friend or relative to pick them up.
- As ridesharing increases at your company, so will awareness and use of GRH options.
- Companies that employ many working mothers report higher than average use of GRH programs.
- Employees that pay for a GRH "out of pocket" tend to use GRH less frequently than employees that use vouchers or other "free" payment methods.

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## Identify Options

### Taxis

Organize GRH options to suit your company's situation and goals:

Taxi service appears to be the most frequently used option in Southern California. At some companies, the employee calls a taxi, pays for the ride, and later receives reimbursement from the em-



## **Taxis (continued)**

ployer. At others, employers provide employees with one or a set of vouchers, sometimes called "one trip travel orders."

Most taxi vendors will work out arrangements to invoice the company directly, bill on a monthly basis, and provide vouchers for employers to distribute. The employee simply gives the taxi driver a voucher to cover his or her fare. See "Payment Methods" in the section on program implementation for more information. Also, see Appendix C for a sample taxi voucher.

Some people perceive drawbacks to using taxi services for GRH purposes.

Since taxis aren't often used in Southern California, employees may feel uncomfortable taking them.

People sometimes perceive taxi services as unreliable—they may not want to count on them in a pinch.

Some people consider taxis too expensive for use in GRH programs. But for employees that work within 20 miles of the worksite, taxis often offer rates competitive with other options. In the City of Los Angeles, taxi services must charge rates set by the City. As of August, 1990, that rate is \$1.90 plus \$1.60 a mile, plus \$.30 per minute waiting and traffic delay. The only prescribed rate, from the Los Angeles International Airport to downtown LA, is set at \$24 plus an airport surcharge of \$2.50.

Use the taxi operator resource list in Appendix B to find a taxi vendor that services your area. All the companies listed will use a voucher system and bill on a monthly basis. Additional taxi services are listed in the phone book.

## **Short-Term Auto Rental**



When a commuter has a driver's license and isn't too sick or distraught to drive, auto rental companies may meet GRH needs. While taxis work best for people who live close to work, auto rentals often prove the most appropriate and cost effective means of travel for people who live more than 20 miles away. (See Appendix A for a comparison of option costs.) Some vendors even establish a very short-term rate of five hours. For the most part, auto rental firms base their rates on a 24-hour period. Of the several companies who employ auto rental as part of their program, some contract directly with firms near the worksite and agree in the contract that the firm will deliver rental autos within a specific time, or pick the employee up and take them to the rental office.

Some companies offer special corporate rates and monthly billing on approved credit. Avis, for example, offers the "My Other Car" program, while Budget offers a "CorpRate" program for a 24-hour period. These pro-

### **Program Design**

- *Approximate the number of trips to be taken*

- *Identify options*

## **Short-Term Auto Rental (continued)**



grams offer peace of mind to employees who need a vehicle for a few hours during the day. Most services offer a variety of special services, corporate or individual billing, and management reports. Some

prepare a cross-reference that identifies the rental site nearest your office, key contacts and hours of operation. See Appendix C for a sample central billing application and sample rental car voucher and other rental car information; Appendix B for a resource list of auto rental companies.

Companies differ over the issue of whether they need to purchase insurance from the auto rental agencies. Many employees are already covered under their own policies or through certain credit cards. But if a company, rather than an individual rents a vehicle, the agency could hold your firm liable for an accident or other damage to the vehicle. The Collision Damage Waiver (CDW) commonly issued by the auto rental agency to the renter is not insurance; it simply waives the renter's responsibility to pay the deductible portion for collision damage. Without a CDW, a customer is responsible for up to the full value of the rental car deductible, usually about \$3,000. Each rental company operates waivers and insurance differently.

Make sure your company has adequate insurance. If your company insures vehicles, the CDW may be already covered. Some companies have business policies that also cover "non-owned autos" or "drive other car"—but these stipulations may be tied solely to a company's commercial auto policy. Buying your own insurance in place of an auto rental agency's CDW may cost less than buying vendor insurance which usually costs about \$12 per vehicle, depending on your average use of rental cars. Some companies opt to self-insure, in which case your company must pay for any damage incurred.

## **Company Fleet Vehicle**

Many companies own fleet vehicles used primarily during the day. Employers who want a convenient option can allow employees to check out these vehicles after work. Some companies assign a company pool car exclusively for GRH purposes; others make executive cars available.

Employees prefer to use company fleet vehicles more than any other option. Company vehicles are close by and familiar; they serve as an ever-present reassurance to ridesharers. They're often on hand at short notice. In addition, since fleet programs are run in-house, fees and paperwork are kept to a minimum.



Back up options such as taxis or rental cars should always be available, however, in case fleet vehicles are in use.

Some companies question whether company vehicles should be driven for personal rather than business-use mileage. If you employ fleet vehicles, make sure their use is stipulated in your company policy. In addition, you may ask employees to sign an agreement before driving the company vehicle. See Appendix C for a sample log of fleet vehicle mileage and a sample fleet vehicle GRH agreement.

## Shuttle Services

Companies located near private shuttle services, for example near an airport, and whose employees know in advance when they have to work late may consider this option. Airport shuttles run along a route within a specified area and charge a set fare. Shuttle services often operate 24 hours a day, seven days a week. Some not only service airports, but also provide charter services with door-to-door pickup. The largest service, Super Shuttle, offers charter services for a maximum of \$30 an hour with a two hour minimum. Companies sometimes arrange a better rate, especially if they also use the service for corporate airport business or if a team of people stays late.

### Program Design

#### ■ Identify options

Shuttle services can't usually respond on short notice, and therefore don't make good emergency transportation. Services usually require reservations six hours in advance. Most cannot guarantee response time. However, if your company is located in the City of Los Angeles, companies that service LAX may respond more quickly than others. Shuttle companies must have a charter license if they serve areas that aren't near airports. Approximately 17 serve the airports in Southern California; these are regulated by the Public Utilities Commission.

See Appendix B for a resource list of private shuttle companies.

Some communities operate local shuttles that service specific areas. Examples include the Glendale BeeLine, the Fairfax Trolley, and the Beverly Hills Shuttle. In some areas, Dial-a-Ride services also service not only the elderly and handicapped, but all residents. See Appendix B for a list of community sponsored and local Dial-a-Ride services.

## Backup Vanpool



When ridesharers often work late or miss their regular van or bus departure, a backup vanpool may be the answer. Large companies may set up late van routes with a fixed schedule that corresponds to existing vanpool service routes, or may have an extra van available on an as-needed basis. The UCLA Commuter Assistance Ride-sharing office, for example, runs several backup vanpools that allow a limited number of scheduled passengers to pay for guaranteed seats on a monthly basis.

## Backup Carpool

In this arrangement, a company escort service or backup carpool, using a company fleet or personal vehicle with an assigned driver, takes employees home. The Employee Transportation Coordinator (ETC), security personnel, or other employees may serve as assigned drivers. Sometimes the ETC will locate an employee who lives nearby the employee who needs a ride and the two carpool together.

## Public Transit

In areas well-served by public transit routes, where employees tend to live close to the worksite (within five miles), public transit may be an option. Transit routes and schedules should be well-publicized, especially routes that operate after normal working hours. Some transit companies accept

## **Public Transit (continued)**



needed for GRH purposes. See Appendix B for a resource list of public transit operators.

tokens that your company can purchase and distribute to employees. Companies can also buy extra transit passes and make them available to employees as

## **Limousines**

While limousines obviously cost more than most alternatives, you may want to offer them if comfort is an important concern to your employees. Contact limousine services in your area for rates and hours of operation.

## **Transportation Management Organizations (TMOs)**

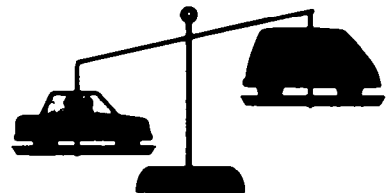
Many TMOs implement programs that provide a combination of options to employees. Joining a TMO's program may cost less than running your own because several companies split the cost. TMOs may also have more leverage with vendors because they offer more potential business. See Appendix C for a sample TMO GRH agreement with participating members. Contact CTS for more information on TMOs.

## **Combination Approaches**

Consider offering a variety of options to create a program that is both cost-effective and meets employees' needs in different situations. Use one as a primary means of transportation, another for backup. For example, an employer may offer taxi service to employees who live within 20 miles, and rental cars to workers whose commutes are longer. Employees who are sick or who don't drive must rely on a driver or taxi service regardless of distance.

## **Experience**

- Of 77 companies and TMOs with formal GRH programs that CTS surveyed, 49 employed subsidized taxi service, 31 used fleet vehicles, 25 had backup carpools, 23 used auto rentals, five ran backup vanpools, six used the services of a TMO, four had ETCs drive employees home, and one employed an airport shuttle service. Forty-three used combination programs, with 20 using two options, 17 using a combination of three options, and three using a combination of four options.
- Crain and Associates found out of 10 companies surveyed nationwide, five used back-up vanpool programs, two subsidized taxi services, one offered back-up carpools, one offered fleet vehicles, and one offered an escort service for GRH purposes.
- The South Coast Metro survey found that 61 percent of employees surveyed preferred company cars; 54 percent company or commuter vans; 38 percent rental cars; 36 percent shuttle buses, and only 23 percent taxi services. In addition people who frequently work overtime or who have business or personal appointments strongly favor company cars.





## Tips

- Consider offering a variety of options to meet your employees' needs and company's needs in different situations.
- Gather bids from several taxi or auto rental vendors.
- Ask questions: Do vendors have a mileage limit? Are they located nearby? How quickly can they ensure response? How will they handle billing?

## Program Design

- **Identify options**
- **Recognize liability issues**

## Recognize Liability Issues



Companies often worry about liability for company sponsored GRH programs, whether paying for a taxi, providing a rental car at company expense or providing fleet vehicles. It's important to keep this issue in perspective, since GRH programs typically aren't used often. In addition, many vendors cover liability insurance themselves. Check with your company's attorney.

The following is a conservative interpretation of an employer's potential liability under the California Workers' Compensation Act when an employee is provided transportation home from work in an emergency situation or for those employees required to stay past their normal work hours.

Employer liability under the California Workers' Compensation Act ("the Act") requires that an injury sustained by an employee arise out of and in the course of employment (California Labor Code 3600(a)). As a practical matter, the employee must be carrying out some duty or right in connection with employment at the time of injury to qualify for Workers' Compensation.

As a general rule, an injury incurred by an employee going to or returning from work is not incurred during the course of employment, and therefore is noncompensable under the Act. However, an exception to this general rule may exist when an employer agrees, either expressly or by implication, that the employment relationship shall continue while going to or returning from work.

If an employer provides transportation for this travel, or even pays for it, the company may be considered in control, and the employee in the course of employment. Thus employers who offer GRH programs may be liable for injuries an employee sustains during this period. Under this interpretation, liability for Workers' Compensation would not be limited if an employee signs a waiver releasing the employer from liability. The California Workers' Compensation Act specifically prohibits contracts that exempt an employer from liability for work-related injuries incurred by employees (Labor Code 5000); thus employers cannot escape liability by having the employee sign a written release waiver. A release of liability or settlement agreement between an employer and employee is valid only if

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## **Recognize Liability Issues**

*(continued)*

it is approved by a judge for the Workers' Compensation Appeals Board (Labor Code 5001).

However, an employee may limit an employer's general liability risk by signing a written waiver. Several companies have developed such waivers, though none have yet been proven in court. See the sample informed consent release and waiver of liability in Appendix C. Consult your general liability insurance carrier to discuss whether your current policy provides adequate coverage.

### **Tips**

- Make sure your company's attorney reviews your GRH policy before it is implemented.

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## **Solicit Management Support**



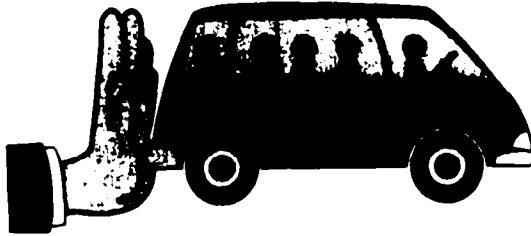
Who has the power to authorize a program at your company? These people may include senior management, human resources managers, finance officers and administration. Win them over by presenting the program as a low-cost way to meet trip reduction regulations—one that can also be an enticement in the employee benefits package.

### **Tips**

- Make sure to let middle managers know once senior management makes a commitment to your program. See Appendix C for a sample letter to supervisors.
- Assemble a meeting of managers and supervisors to inform them of GRH program specifics.

# Program Implementation

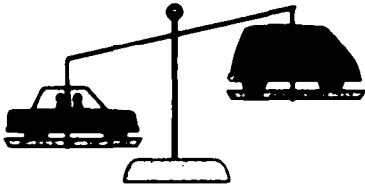
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- *Choosing options and vendors*
- *Writing a policy*
- *Eligibility requirements*
- *Valid reasons for using GRH*
- *Restrictions*
- *Procedures to Participate*
- *Staffing*
- *Budgeting*
- *Cost to employees*
- *Payment methods*
- *Marketing*
- *Monitoring*



## Choosing Options and Vendors



Follow these steps to choose and identify vendors:

### Program Implementation

#### ■ Choosing options and vendors

1. Ask vendors if they have established procedures for programs that they currently use with other companies.
2. Evaluate each potential vendor. Will it guarantee a specific response time? Can that response time be shortened if the company negotiates a contract up front? Remember, employees will not wait during an emergency.

Is the vendor located nearby? Does it offer curb to curb service? Can an employee drop off a vehicle at a location other than the departure point?

3. Evaluate the cost. Does the price they quote you for a GRH trip include insurance and tip? Will prices vary with mileage? At what point does one type of transportation become more cost efficient than another? (For example, while taxis may be less expensive for short trips, auto rental may save money on long commutes.)
4. Appraise methods of payment. How will the company or employee pay the vendor? Will it accept vouchers? Will the employee pay directly and be reimbursed by the company? Will the company pay anticipated costs up front? What type of contract will your payment method require?
5. Evaluate hours of service. When will you need the vendor's service? Is it available 24 hours?
6. If you use company fleet vehicles or auto rentals in your program, determine how to accommodate people who don't have drivers' licenses, who are too sick to drive, or who may be too emotional to drive in an emergency. Consider assigning another employee to drive GRH vehicles in these instances, or offering options in which the employee isn't at the wheel.
7. Consider liability. If your company uses fleet vehicles or an escort service, liability risk falls on your company. Companies may be subject to Workers Compensation claims if employees are injured while using GRH transportation if the program is deemed within the scope of employment.
8. Ask potential vendors for insurance coverage information before you sign them on.
9. Certain vendors, such as taxi cab operators, are licensed to serve specific areas. Make sure the company you choose is licensed to service your area.



## Choosing Options and Vendors (continued)

### Experience

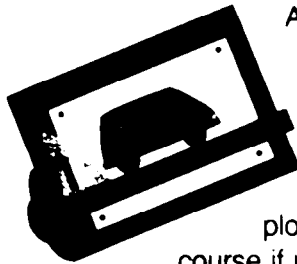
10. Other considerations: Do you have a backup plan in case a first-choice option doesn't come through? What type of paperwork is required to monitor and maintain the program?

- Studies show that reliability, a short waiting period and low cost top the list of factors to consider when designing a program. Seventy eight percent of respondents to the South Coast Metro survey said that reliability is a must, while 62 percent wanted low cost and 63 percent a short wait.

The survey also indicated that employees prefer company cars (61 percent) and company or commuter vans (54 percent); only 23 percent preferred taxi service. People who work frequent overtime or who need a vehicle for appointments strongly favor company cars. Those with business appointments also don't want to wait long for transportation, with about 20 percent saying they wouldn't wait at all.

The majority of employees responded they would wait not more than 10 minutes for transportation in the event of an emergency; only 16 percent said they would wait more than 15 minutes, and 25 percent said they wouldn't wait at all. Most would wait 15 minutes or more for a ride after unexpected overtime.

## Writing a Policy



A written policy is essential. It provides the basic information employees need to participate, and the available options. It tells how the program works, who may use it, legitimate reasons for using it, cost and other information. It outlines any forms that must be completed by the employee and/or vendors, and allows the company recourse if users violate procedures.

A good written policy should tell employees how the program will serve them, what transportation options will be used, and when the program will go into effect. It should let them know that emergency transportation will be fast and convenient, and inform them if they must register prior to using the program.

Within the written policy, incorporate eligibility requirements, valid reasons for using GRH services, restrictions, verification and liability issues, and procedures to participate.

### Tips

- Take urgency into account. A shuttle, for example, that might suffice when an employee works overtime, might not be prompt enough when a parent needs to get to a sick child. Though it may be much more expensive, a taxi would be much faster in this situation—even for a long-distance trip.
- Don't limit the number of allowable destinations so much that GRH loses its appeal. If someone needs to pick up a child at school, take

### ***Tips (continued)***

them to a doctor, then take them home, they will need the freedom to take more than one trip or have more than one destination.

### ***Program Implementation***

- ***Choosing options and vendors***
- ***Writing a policy***
- ***Eligibility requirements***

### ***Eligibility Requirements***

At a few companies all employees qualify regardless of how they commute. But at most, programs target ridesharers and those who walk or bicycle to work. Address the following types of questions:

1. Must the employee be full-time?
2. Will the program be available at all your worksites?
3. What alternate modes of transportation must employees use to be eligible?
4. How often?
5. Must participants pre-register?

### ***Experience***

- GRH programs most often serve employees who don't drive alone, according to the CTS GRH profile. Of 77 companies that offered formal programs, 66 made them available to carpoolers, 62 to vanpoolers, 53 to transit riders, 25 to bicyclists and walkers, and seven to all employees. Of all the programs, three were open to carpoolers only, three to vanpoolers only and 10 to carpoolers and vanpoolers only.

One company evaluated eligibility on a case by case basis. Several others required commuters to rideshare two or more days a week to qualify. Others required that participants be members of the employer's commuter club, or be registered carpoolers or vanpoolers.

- Backup and straggler vanpool programs had the strictest eligibility requirements, according to the Crain and Associates survey. Taxi services were usually available to all ridesharing commuters, and informal programs to all employees.
- Employees who used the Seattle program had to register ahead of time to be eligible for vouchers and service.
- Consider opening the program only to employees who rideshare on the day they use the service.
- Pre-screen drivers if you use fleet vehicles. Determine if an employee has a valid drivers license or serious moving violations.

### ***Tips***



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## ***Valid Reasons for Using GRH Services***

GRH use falls into three general categories: work related, including over-time and business appointments; emergency, including illness, injury, and personal or family crises; and personal errands. Set clear policy on valid reasons for using a GRH program both during and after normal work hours.

While most GRH programs are not misused, they have the potential to be abused. Include verification policies to ensure your service is used, not abused.

The following are examples of reasons for leaving earlier than the normal work departure:

1. The employee gets sick or injured on the job
2. A child gets sick or injured
3. A family member gets sick or injured
4. A crisis of the employee or family member
5. Unexpected business appointments

The following are examples of reasons for leaving later than the normal work departure:

1. Unscheduled overtime
2. Normal ridesharing arrangement fails to operate
3. Employee misses normal ridesharing arrangement

Your company may also wish to identify invalid reasons to use the GRH service. These may include:

1. Personal errands
2. Pre-planned appointments
3. Working late without a supervisor's request

## ***Experience***

- Of 77 companies surveyed in the CTS profile, 63 offered emergency programs, and 34 allowed employees to use GRH for unscheduled overtime. Some allowed employees to use GRH when their carpool or vanpool driver had to leave, or if they missed their ride.
- According to results of the South Coast Metro survey, employees are most concerned about being without a car during an emergency (61%), followed by overtime (32%), business appointments (24%), and personal errands (20%).



## **Experience** (continued)

- One company's ETC investigated a GRH claim and found that the employee had falsified information in order to leave work early. The employee filed a grievance against the ETC for violating individual privacy. Because no verification policy had been written, the company's governing board required the ETC to write a letter of apology to the employee.

## **Program Implementation**

- **Valid reasons for using GRH services**
- **Restrictions**

## **Tips**

- If you plan to verify that a person who uses a GRH program really does have an emergency, list procedures and/or penalties in your written policy. Let employees know what consequences will follow if they use GRH without adequate cause.

## **Restrictions**



While programs work best as an incentive to rideshare when they aren't very restrictive, cost and company policy may require that some restrictions apply. Restrictions may include:

1. Number of times an employee may use GRH within a specified period
2. Number of miles an employee may travel using GRH within a specified period
3. Maximum cost per trip
4. Maximum commute time
5. Time of day or shift

You may assign one mode for short trips, another for long commutes. Some companies restrict the number of trips or types of uses a company will pay for, but allow additional use at the employee's expense.

## **Experience**

- Nine programs in CTS' profile indicated no restrictions on GRH use; three imposed mileage restrictions; 18 restricted use to a limited number of trips per specified period; and seven restricted use by time or shift. One company limited reimbursement for taxi service to \$20. Another offered GRH for commutes of 20 minutes or less. A few made different vehicles available for different commute lengths.
- Respondents to the South Coast Metro survey strongly opposed placing limitations on GRH use when overtime is required. Sixty-five percent opposed restricting the number of trips per month, and 71 percent opposed restricting the number of miles traveled per month. Respondents also opposed placing limitations on the number of GRH

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## **Experience (continued)**

uses due to personal emergencies. A majority supported restricting trips to exclude personal errands.

- Crain and Associates found that five of 10 programs didn't restrict use. Those that did, limited the number of times that employees could use the service within a specific period.
- The Seattle program excluded weekend and holiday use. Each person could use a maximum of four GRH trips per year.
- Do not impose restrictions that may appear too harsh and therefore discourage participation in your program.

## **Tips**

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## **Procedures to Participate**

Give your employees step by step instructions. Let them know:

1. What they must do to sign up (See Appendix C for a sample GRH pre-registration application.)
2. Who they should contact when they need GRH service
3. Which forms they must fill out
4. Where to get forms or vouchers
5. What they must provide for the vendor (drivers' license, tips, etc.)
6. Vendor addresses, phone numbers and hours of service
7. Pickup and return locations for vehicles
8. Approximate waiting time
9. Follow-up procedures.

Don't forget to include instructions in your policy for the ETC or whoever administers the program. This person should collect information from employees about their needs, verify whether an employee requesting a GRH is capable of driving; determine which vendor to contact; provide and complete vouchers and other paperwork; establish return times for vehicles; and determine procedures for employees to contact a vendor.

## **Experience**

- Ninety-six percent of programs surveyed in the CTS profile required users to clear each trip beforehand with either an ETC (58 percent), an immediate supervisor (25 percent) or a personnel officer (13 percent). Most (40 percent) completed forms or vouchers at that time that would be used for payment or reimbursement.
- Seattle Metro GRH users must preregister to use GRH. In an emergency, employees call the program's taxi vendor directly and pay the

## **Experience (continued)**

### **Tips**

driver personally. Seattle Metro reimburses users who turn in vouchers for cab fare, less one dollar and gratuity.

- Plan a program that can accommodate employees even when your ETC or other authorized representative is not available.
- Remember to make procedures simple and clear so that an upset or ill person will have no problem following them.

## **Program Implementation**

- **Restrictions**
- **Procedures to participate**
- **Staffing**
- **Budgeting**

## **Staffing**

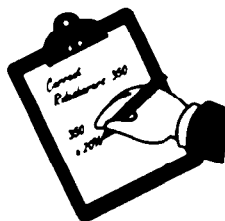
### **Experience**

### **Tips**

ETCs or program administrators spend the bulk of their planning time getting a program underway. Once the system is in place, they need only administer and promote the program—a much smaller time commitment.

- Staff size among programs surveyed in the CTS profile ranged from zero, at companies with no program or coordinator, to four at large companies or TMOs. For the great majority, GRH duties took a small percentage of one staff person's time.
- Crain and Associates estimated that program administration took from one to 20 percent of one staff person's workday. Informal programs—with low use and no marketing—took the least amount of time.
- Train at least one person other than the ETC or authorized administrator to carry out GRH procedures. Make sure there is an authorized GRH administrator available at all times employees are working. They should have the capability to fill out paperwork and give authorization should the regular program administrator be unavailable.
- At companies with multiple worksites, make sure at least one staff person on each site can run the program.

## **Budgeting**



Estimating costs for programs often proves easier than you might expect, especially after the first year of operation. Most programs contain three basic elements: staffing (administration and overhead), program expenses, and marketing costs. To anticipate costs, first estimate the number of trips your employees will take over one year (see specific procedures in

Section titled "Approximate the number of trips to be taken.").

At companies that don't use fleet vehicles for GRH, cost per trip typically ranges from \$20 to \$75. But since many programs have been in place

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## **Budgeting**

*(continued)*

less than a year, companies don't yet have information based on a year's use. Many overbudget in anticipation of more users than actually take advantage of the program.

## **Experience**

- Among the few companies in the CTS profile that had programs in place for a year or more, program costs were usually minimal, with average monthly costs up to \$100. One company responded that they spent an average \$20 per trip; others paid averages of \$25, \$26, \$38, and \$50.
- The Warner Center TMO, which serves 27,000 employees in the West San Fernando Valley, implemented a subsidized taxi and car rental program in June, 1989. Among 6,000 eligible ridesharers, only 74 trips, by about one percent of those eligible, were taken during the program's first year. Each ride cost the TMO an average of \$46. The TMO's annual program cost \$3,700. In addition, the development of extensive marketing with quality publications and promotions cost approximately \$15,000.
- Of 4,300 ridesharers in the Seattle program, only 466 registered to be eligible for GRH taxi service. In a 22-month test period, 41 registrants took just 70 trips. Less than one percent of the 4,300 ridesharers used the service in that period. Seattle Metro spent \$3,300, including forms, postage, and \$1,300 in fares. Program development costs and staff time were not included.
- Companies that operated backup/straggler vans or other services that ran on a regular (rather than as-needed) basis spent more than average, according to the Crain and Associates survey. Employees also used these regularly scheduled vehicles more frequently than other options.

## **Tips**

- Remember that the majority of your GRH budget may be directed at marketing, not operations.
- Program costs may vary from year to year depending on use. To play it safe, it is better to overbudget.

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## **Cost to Employees**



Keep user fees minimal if you want your program to encourage ridesharing. The Seattle survey found that although most users will absorb some of the cost for a taxi, most are willing to pay little more than the \$1 required copayment. As costs increase, participation and interest may decrease.

It is unclear whether employees who use GRH benefits must report them as additional taxable income. According to the IRS, employees who "occasionally" work beyond their customary hours may accept the service tax-free. "Occasionally" has been loosely interpreted to mean either an

## ***Cost to Employees***

***(continued)***

average of once a week or once a month. Since GRH use is usually infrequent, GRH is a de minimis benefit and may therefore be exempt from taxation.

However, if your company chooses to report the income, note in your program policies that GRH benefits will be reported as additional earnings on employees' year-end earning statements. Contact the IRS for information or updates on this issue.

### ***Experience***

- Employees may be willing to pay a portion of their GRH costs depending on the situation in which they need the service, according to the South Coast Metro survey. Three quarters said they felt they shouldn't pay anything for services after unexpected overtime.

### ***Tips***

- Consider surveying your employees to get their opinions on fees.
- Avoid potential labor union disputes and employee dissatisfaction by designing a program that doesn't obligate users to pay the whole cost of a GRH.

## ***Program Implementation***

### ***■ Budgeting***

### ***■ Cost to employees***

### ***■ Methods of payment***

## ***Methods of Payment***

Look for ease of administration, user convenience and potential for abuse when structuring a payment plan.

### ***Cash***

The employee pays a vendor and gets reimbursed by your company.

### ***Travel Vouchers***

Used in lieu of cash, vouchers are a popular option because they're versatile and easy to use. Most car rental agencies and taxi companies will take vouchers with monthly billing. Some provide vouchers preprinted with your company name and account information at no charge. See Appendix C for a sample GRH voucher and a sample rental car voucher.

### ***Credit Cards***

Many car rental agencies offer a travel credit card on which to charge rentals. The agency then bills the company and provides a monthly summary of use. Cards bear the company's name and the name of the employee or program administrator.

### ***Corporate ID Cards***

Under this system, a company makes an agreement with the vendor so that employees can present their company ID card for low rates. The user pays with cash or credit card.

### ***Experience***

- To limit abuse of their program, Seattle used both coupons good for a certain number of miles of travel and a reimbursement policy. By asking employees to fill out detailed reimbursement request forms, program administrators felt they could more closely monitor use.

### ***Tips***

- Keep accurate records of all voucher receipts.

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## Marketing

No matter how comprehensive your program, only by promoting it among your employees will you attract ridesharers who otherwise would drive alone. Use several techniques to make sure that everyone gets your message.

Promote your program at vanpool or carpool information meetings. Design a flyer or brochure that describes the program in detail. Use posters in community areas to get more attention. Try paycheck stuffers as occasional reminders.

Incorporate program information into your employee handbook, and explain it at new hire orientation meetings. Use it in interviews and other times when you try to lure quality employees to your company.

Have someone explain the program at staff meetings, annual ridesharing fairs and other promotional events.

Don't forget your employee newsletter: you may want to write an article that spotlights one employee who has successfully used transportation. And of course, word of mouth always travels fast. Encourage employees who have used GRH benefits to talk them up.

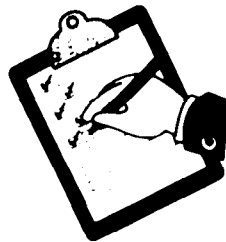
For marketing materials, see Appendix C.

## Experience

- The Warner Center TMO has implemented an extensive marketing campaign with a four color poster and brochure.
- Crain and Associates found that companies with the most visible programs used a combination of promotional methods. One distributed flyers, placed advertisements in local newspapers, and had a radio spot to advertise a straggler service. Another used brochures, posters and paycheck stuffers to advertise a subsidized taxi service.
- Seattle Metro's ETC took a highly personal approach: direct phone contact and personal letters. Brightly colored pamphlets, newspaper articles, and information booths at transportation fairs helped spread the word.

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## Monitoring



Periodically monitor and document your program to encourage management support in upcoming years. Collect information via reimbursement request forms, a follow-up survey of those who have used the program, a registration (see Appendix C for a sample GRH confirmation report) or pre-registration form that measures employee interest, or an annual survey.

An annual survey of all employees, not just ridesharers or those who have used GRH, will help you discover ways you may entice non-participants

## **Monitoring**

*(continued)*

## **Experience**

to rideshare even if they never need to use the service. Such a survey can also help you determine how much a program has influenced commuting attitudes and behavior.

- Because GRH programs are fairly new, few have been evaluated. Only six of 77 programs in the CTS profile had evaluated their programs. Two conducted a telephone survey and four an attitudinal survey. Fifteen indicated that their program had increased ridesharing participation. Seventy-four percent, however, said they didn't know how much their program had affected ridesharing. The fifteen who said ridesharing had increased as a result of programs based their information on survey results, phone calls from participants, increased carpool and vanpool formation, increased first-time ridesharers, and positive feedback overall. Several companies plan to conduct evaluations after their programs have operated a full year.

## **Program Implementation**

- **Marketing**
- **Monitoring**
- **Finding Help**

## **Finding Help**



This handbook is part of an extensive program developed by CTS to help your company implement its GRH program. Whether you have chosen to work independently with the handbook or to participate in a GRH planning workshop, please feel welcome to contact CTS with any questions or comments you may have.

For more information call (213) 380-7750 in Los Angeles County, (714) 422-8088 in Riverside and San Bernardino Counties and (805) 656-2477 in Ventura County.







# Research and Data

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- ***Background research***
- ***Cost comparison of GRH options***
- ***CTS's GRH profile usage rates among Southern California companies***



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## **Background Research**



Although formal GRH programs (those programs with written policies and procedures) are fairly new, there has been some research conducted. Throughout this manual, the survey research is referred to in the appropriate sections under the heading GRH Experience. The following is a brief outline of each of the projects:

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### ***Guaranteed Ride Home Profile, Commuter Transportation Services, Inc., 1989.***

The Guaranteed Ride Home Profile (referred to in the text as the CTS GRH Profile) was conducted to gather information regarding southern California GRH programs, interest in establishing GRH programs, and identify GRH issues and options. This attitudinal survey was sent by CTS to more than 1,650 Employee Transportation Coordinators (ETC) at client worksites in November of 1989. Over 540 responses were received, with 77 companies answering detailed questions about how their GRH programs operate, and over 450 requesting information on establishing a GRH program. The profile addressed the following topics:

- Formal versus informal program;
- When program began;
- Program motivation;
- Staffing;
- Program organization and options;
- Program cost;
- Usage and usage restrictions;
- Eligibility criteria;
- Procedures;
- Marketing;
- Evaluation.



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***Survey of  
Guaranteed Ride  
Home Programs,  
Crain & Associates,  
1988.***

This report (referred to in the text as the Crain and Associates Survey) presents the findings of a survey of ten Guaranteed Ride Home Programs found nationwide. The report includes:

- Case studies for each of the programs;
- A comparative analysis on the types of services offered;
- Length of time of program operation;
- Budget;
- Promotional techniques;
- Usage restrictions.

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***Orange County  
Commuter Network's  
Survey of  
Guaranteed Return  
Trip Programs,  
Commuter Network,  
1989.***

Orange County Transit District's (OCTD) Commuter Network conducted a telephone survey (referred to in the text as the Commuter Network Survey) of rideshare agencies and/or employers who have implemented guaranteed return trip programs or other services to deal with emergency transportation services. Information was collected on both formal and informal programs. This survey gathered information regarding:

- Number of employees, and number of ridesharers;
- When program began;
- Marketing efforts;
- Reasons for program;
- Options;
- Payment method/costs;
- Usage.

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***Survey of  
Commuters in the  
South Coast Metro  
Area of Orange  
County: Guaranteed  
Return Trip Project,  
1989.***

The Orange County Transit District's Commuter Network conducted a survey of commuters in the South Coast Metro Area of Orange County (referred to in the text as the South Coast Metro Survey) regarding a Guaranteed Return Trip project (GRT). The study took an in-depth look at the feasibility of, and possible strategies for, implementing a Guaranteed Return Trip Program in the South Coast Metro Area. A 30-item questionnaire was constructed to determine current travel-to-work behavior, day-time transportation needs, ridesharing behaviors, as well as attitudes and preferences.

Surveys were distributed to seven selected employers within the South Coast Metro. The questionnaire included items intended to tap a number of attitudes and behaviors related to ridesharing and GRT service. The survey examined:

- Commute travel characteristics;
- Emergency situation incidence and transportation strategies for dealing with them;
- Value of GRT as a rideshare incentive;
- Operational features;
- Employer/employee ratios of payment for use and mode of payment;
- Views on usage restrictions;
- Demographics.

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***Guaranteed Ride  
Home Evaluation,  
Municipality of  
Metropolitan Seattle,  
1988.***

The Seattle Metro's Guaranteed Ride Home demonstration program (referred to in the text as the Seattle Metro GRH Program) was designed to encourage commuters who travel to and from work primarily by driving alone to switch to transit, vanpool, or carpool modes by providing a virtual no-cost backup ride in case of emergency. An evaluation was conducted one year after the program began. The evaluation:

- Assessed the interest of the commute population for this service, as measured by the number of program participants;
- Tested program procedures for efficient operations for the users and the administrators;
- Determined if an increase in high occupancy vehicle (HOV) usage among program participants occurred.

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***Evaluation of the  
Warner Center TMO  
Guaranteed Ride  
Home Program,  
Transportation  
Management  
Services, 1990.***

In April, 1990, Transportation Management Services prepared an evaluation of the Warner Center Transportation Management Organization (TMO) GRH program (referred to in the text as the Warner Center TMO GRH Evaluation). The evaluation provided information regarding:

***Summary of data analysis:***

- Frequency of use;
- Mode of travel;
- Trip distance;
- Cost (first six-month period);
- Destination;
- Satisfaction.

***Evaluation:***

- Meet objectives.
- Function as intended;
- Usage rate comparison;
- Program abuse;
- Estimated annual cost;
- Future survey questions.

## Cost Comparison of GRH Options

**Fees and Assumptions** (Please check prices that service your area.)

- **Company Car.** \$.50/mile. No gas charges. No minimum charges.
- **Taxi.** \$1.90 flag drop, \$1.60/mile, \$.30/minute waiting/traffic delay, and 15% gratuity. Assumes per minute waiting/traffic delay amount of 10% of total mileage.
- **Rental Car.** Corporate rate program (with vouchers). \$29/ 24-hour time period. If you purchase insurance, add approximately \$12.00) to this rate. No mileage charge. \$.10/mile refuel cost.

| Miles | Company Car<br>(Round Trip) | Taxi<br>(One Way) | Rental Car<br>(24 hour period) |
|-------|-----------------------------|-------------------|--------------------------------|
| 1     | \$ 0.50                     | \$ 4.08           |                                |
| 2     | 1.00                        | 5.93              |                                |
| 3     | 1.50                        | 7.81              |                                |
| 4     | 2.00                        | 9.68              |                                |
| 5     | 2.50                        | 11.56             |                                |
| 6     | 3.00                        | 13.43             |                                |
| 7     | 3.50                        | 15.30             |                                |
| 8     | 4.00                        | 17.18             |                                |
| 9     | 4.50                        | 19.06             |                                |
| 10    | 5.00                        | 20.93             |                                |
| 11    | 5.50                        | 22.80             |                                |
| 12    | 6.00                        | 24.68             |                                |
| 13    | 6.50                        | 26.55             |                                |
| 14    | 7.00                        | 28.43             |                                |
| 15    | 7.50                        | 30.30             |                                |
| 16    | 8.00                        | 32.17             |                                |
| 17    | 8.50                        | 34.05             |                                |
| 18    | 9.00                        | 35.92             |                                |
| 19    | 9.50                        | 37.80             |                                |
| 20    | 10.00                       | 39.68             |                                |
| 21    | 10.50                       | 41.54             |                                |
| 22    | 11.00                       | 43.42             |                                |
| 23    | 11.50                       | 45.30             |                                |
| 24    | 12.00                       | 47.17             |                                |



**Cost Comparison  
of GRH Options**  
(continued)

| Miles | Company Car<br>(Round Trip) | Taxi<br>(One Way) | Rental Car<br>(24 hour period) |
|-------|-----------------------------|-------------------|--------------------------------|
| 25    | \$12.50                     |                   |                                |
| 26    | 13.00                       |                   |                                |
| 27    | 13.50                       |                   |                                |
| 28    | 14.00                       |                   |                                |
| 29    | 14.50                       |                   |                                |
| 30    | 15.00                       |                   |                                |
| 31    | 15.50                       |                   |                                |
| 32    | 16.00                       | 22.17             |                                |
| 40    | 20.00                       | 27.67             |                                |
| 50    | 25.00                       | 35.91             |                                |
| 60    | 30.00                       | 43.46             |                                |
| 70    | 35.00**                     | 50.40             |                                |
| 80    | 40.00                       | 56.15             |                                |
| 90    | 45.00                       | 61.80             |                                |
| 100   | 50.00                       | 67.64             |                                |
| 110   | 55.00                       | 73.38             |                                |
| 120   | 60.00                       | 79.13             |                                |
| 130   | 65.00                       | 84.87             |                                |
| 140   | 70.00                       | 90.62             |                                |
| 150   | 75.00                       | 96.36             |                                |

\* If fleet cars are not available as an option, the taxi service appears to be most cost-effective for a 16 mile one way trip or less, with the rental car becoming more cost-effective for those trips over 16 miles one way.

\*\*Based on this example, if your company has a fleet car available for GRH purposes at \$.50 per mile, then this fleet car option appears to be the most cost-effective alternative for commutes which are 70 miles round trip (35 miles one way) or less. The rental car option becomes more effective beyond the 35 mile one-way commute.

If you were to add the extra insurance purchase (\$12.00) into the figure, then the break even point would be 22 miles one way for the taxi, and over 22 miles for the rental car option.



**CTS's GRH Profile  
Usage Rates Among  
Southern California  
Companies  
(Annualized)**

*Usage rates among  
Southern California  
companies*

| Company Type                              | Usage rate<br>per year* | Note  |
|---|-------------------------|---|
| ■ Hospital                                | .2%                     | Subsidized and/or<br>usage to 1 time                |
| ■ Insurance                               | .2%                     | GRH program.  |
| ■ Engineering                             | .5%                     | Unscheduled<br>rental<br>only.                      |
| ■ Manufacturer                            | .6%                     | Back-up<br>car, sub-                                |
| ■ Aerospace                               | .9%                     | fleet ve-<br>per year.                              |
| ■ TMO                                     | 1%                      | perpetu-<br>and rental<br>member compe-<br>6,000 at |
| ■ Computer<br>Sales/Admin.                | 2%                      |   |
| ■ Manufacturing/<br>Defense<br>Contractor | 3%                      |   |
| ■ Computer                                | 4%                      |   |
| ■ Manufacturing/<br>Electronic<br>Devices | 4%                      |   |



## CTS's GRH Profile Usage Rates

(continued)

| Company Type                           | Usage rate<br>per year* | Note   |
|--|-------------------------|--|
| ■ Law Firm                             | 4%                      | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |
| ■ Manufacturing/<br>Pacemakers         | 6%                      | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |
| ■ Transportation                       | 6%                      | Emergencies, unscheduled over-rides. Fleet vehicle. Not rental car.    |
| ■ University                           | 7%                      | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |
| ■ Mortgage                             | 7.5%                    | Fleet vehicle.   |
| ■ Insurance                            | 9%                      | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |
| ■ Pharmaceutical                       | 9%                      | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |
| ■ Utility                              | 10%                     | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |
| ■ Manufacturer/<br>Sales—<br>Computers | 12%                     | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |
| ■ Studio                               | 12%                     | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |
| ■ Printing                             | 12%                     | Emergencies and unscheduled over-rides. Fleet vehicle. Not rental car. |

## CTS's GRH Profile Usage Rates

(continued)

| Company Type                      | Usage rate<br>per year* | Note   |
|-----------------------------------|-------------------------|--|
| ■ University                      | 15%                     | Emergencies and unscheduled overtime. Back-up vans, rental car, taxi. Available to full-time vanpool and buspool riders. |
| ■ Utility                         | 16%                     | Emergencies and unscheduled overtime. Fleet vehicles.  |
| ■ Government/<br>Transportation   | 18%                     | Emergencies and unscheduled overtime. Fleet vehicles.  |
| ■ Manufacturing—<br>Automobiles   | 20%                     | Emergencies and unscheduled overtime. Fleet vehicles. Frequent use of overtime.  |
| ■ Government                      | 24%                     | Emergencies and unplanned overtime. Subsidized taxi. Must be registered ridesharers. Small number of total registrants.  |
| ■ Manufacturing—<br>Car Equipment | 32%                     | Emergencies and unscheduled overtime. Subsidized taxi. Frequent use of overtime.   |
| ■ Refinery                        | 260%                    | Emergencies and unscheduled overtime. Subsidized taxi. Vanpoolers only. Required unscheduled overtime. Rotating shifts.  |
| ■ Refinery                        | 275%                    | Emergencies and unscheduled overtime. Subsidized taxi. Frequent use of unscheduled overtime. Rotating shifts.            |

\* Listed as a percentage of those employees within each company eligible to use the GRH program. Unless otherwise noted, each GRH program is available to those employees who use a commuting alternative other than driving alone.





# Resources\*

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- ***Taxi operators  
resource list***
- ***Auto rental  
companies  
resource list***
- ***Private shuttle  
companies  
resource list***
- ***Community-  
sponsored  
shuttles and local  
Dial-A-Ride  
resource list***
- ***Public transit  
operators  
resource list***
- ***GRH contact list***

\* Following is a listing of GRH resources compiled by Commuter Transportation Services, Inc. CTS does not endorse or recommend any company. CTS assumes no responsibility for services provided.



## Taxicab Operators Resource List

(Check your phone book for additional listings.)

| <i>Taxicab Company</i>                                     | <i>Primary Area(s) Served</i>  | <i>Contact</i>  |
|--|--|---|
| ■ American Cab Co.   | Simi Valley/Moorpark   | <b>Marilyn Obermayer, President</b><br>(818) 522-6294       |
| ■ AM/PM Taxi Co.   | El Segundo, Torrance,<br>Beach Cities, Mid-Cities  | <b>Shosh Schecter, Public Relations</b><br>(213) 532-1888   |
| ■ A. V. Taxi Co.   | Antelope Valley  | <b>John A. Anderson</b><br>(818) 797-1234                   |
| ■ Bell Cab Co.<br>(San Gabriel Transit)                    | San Gabriel Valley   | <b>John B. Anderson</b><br>(916) 797-1234                   |
| ■ Beverly Hills Cab Co.                                    | West Los Angeles, Beverly<br>Hills, Santa Monica   | <b>John B. Anderson, District Manager</b><br>(310) 777-1234 |
| ■ Culver City Yellow Cab Co.                               | Culver City  | <b>John B. Anderson</b><br>(310) 777-1234                   |
| ■ Checker Cab Co. or<br>Red Top Cab Co./<br>Yellow Cab Co. | Burbank, Glendale, Pasadena  | <b>John B. Anderson</b><br>(818) 797-1234                   |
| ■ Day and Night Cab Co.                                    | Southeast L.A., including<br>County areas, Downey,<br>Pico Rivera, Montebello,<br>Commerce, Santa Fe Springs,<br>Bell, Huntington Park, South<br>Gate, Lynwood, Norwalk,<br>Vernon, Cerritos, Bellflower | <b>John B. Anderson</b><br>(310) 777-1234                   |
| ■ Desert Cab Co.   | Desert Communities   | <b>John B. Anderson</b><br>(602) 777-1234                   |
| ■ Diversified ParaTransit                                  | Pomona, Chino, Rancho<br>Cucamonga, Fontana  | <b>John B. Anderson</b><br>(951) 777-1234                   |

## Taxicab Operators Resource List (Non-Exhaustive List)

(continued)

| Taxicab Company                       | Primary Area(s) Served  | Contact   |
|---------------------------------------|---|---|
| ■ Eagle Cab Co.                       | Valencia  | Denise Gideon, Manager<br>(805) 255-5569        |
| ■ L. A. Taxi                          | Downtown Los Angeles,<br>Mid-Wilshire, LAX                        | Renee Law, Marketing Rep.<br>(213) 715-1968     |
| ■ Long Beach Yellow Cab Co.           | Long Beach  | Renee Law, Marketing Rep.<br>(213) 715-1968     |
| ■ Riverside Taxi Cab Co.              | Riverside   | Carl Larson, Manager<br>(951) 684-1934          |
| ■ South Bay Yellow Cab Co.            | South Bay   | Renee Law, Marketing Rep.<br>(213) 715-1968     |
| ■ Thousand Oaks Cab Co.               | Thousand Oaks/Agoura Hills<br>Westlake                            | Robert Dunsthorst, President<br>(805) 485-6800  |
| ■ United Checker Cab Co.              | South Bay, Wilmington,<br>San Pedro                               | Renee Law, Marketing Rep.<br>(213) 715-1968     |
| ■ Valley Cab Co.                      | San Fernando Valley   | Tom Holleran, General Manager<br>(818) 787-6800 |
| ■ Yellow Cab Co.                      | Ventura, Oxnard, Camarillo,<br>Port Hueneme, Ojai,<br>Santa Paula | Renee Law, Marketing Rep.<br>(213) 715-1968     |
| ■ Yellow Cab Co.                      | Whittier  | Robert Dunsthorst, President<br>(805) 485-6800  |
| ■ Yellow Cab Co. of<br>San Bernardino | San Bernardino, Colton,<br>Rialto, Highland, Redlands             | Renee Law, Marketing Rep.<br>(213) 715-1968     |



## ***Auto Rental Companies Resource List***

***(Check your phone book for additional listings.)***

| <i>Rental Car Agency</i> | <i>Program Name</i> | <i>Contact</i>  |
|--------------------------|---------------------|---|
| ■ Avis Rent A Car System | My Other Car        | <b>Patti Votz, Sales &amp; Marketing</b><br><b>(213) 615-4353</b>           |
| ■ Budget Rent A Car      | CorpRate            | <b>Shari Hill, Coordinator</b><br><b>(213) 649-3721</b>                     |
| ■ Dollar Rent A Car      | Central Billing     | <b>Cheryl Ridenour, Sales Representative</b><br><b>(213) 776-8100</b>       |
| ■ Enterprise Rent A Car  | Corporate Account   | <b>Ken Robbins, Regional Vice President</b><br><b>(213) 390-5595</b>        |
| ■ Hertz Rent A Car       | Billing Voucher     | <b>Patricia Thomas, Sr. Account Representative</b><br><b>(213) 568-2100</b> |
| ■ National Rent A Car    | Central Billing     | <b>Elizabeth Dearden, Sr. Account Executive</b><br><b>(213) 417-8240</b>    |
| ■ Thrifty Rent A Car     | Central Billing     | <b>Diana Spooner, Regional Sales Manager</b><br><b>(818) 700-8401</b>       |

## ***Private Shuttle Company Resource List***

***(Check your phone book for additional listings.)***

| <i>Shuttle Company</i> | <i>Phone</i>                | <i>Contact</i>  |
|------------------------|-----------------------------|---|
| ■ Amtrans              | (213) 532-1935              | <b>Susan Schecter, Public Relations</b>   |
| ■ City Shuttle         | (213) 415-4000              | <b>Denny Campbell, Sales Manager</b>  |
| ■ Prime Time           | (213) 558-1606              | <b>William Austin, Reservations Manager</b><br><b>Jeff Davis, Sales Manager</b> |
| ■ Super Shuttle        | (213) 417-8427,<br>Ext. 140 | <b>Steve Hawkins, Sales Manager</b>   |

## Community-Sponsored Shuttles and Local Dial-A-Ride (DAR) Resource List

| Name  | Areas Served  | Hours and Phone Number  |
|---|---|---|
| <i>The following information was provided by the Los Angeles County Public Transit Guide for Employers, Los Angeles County Transportation Commission.</i> |   |   |
| ■ Agoura Hills Dial-A-Ride  | Agoura Hills and immediate county area including Oak Park, Malibu Lake, Westlake and Lost Hills | 7am-7pm Monday-Friday<br>(818) 707-3500   |
| ■ Arcadia Dial-A-Ride   | Arcadia city limits   | 7am-9:30pm Monday-Friday<br>7am-7pm Saturday-Sunday<br>(818) 445-2211                                 |
| ■ Azusa Canyon City Coach   | Azusa   | 7am-6pm Monday-Friday,<br>9am-5pm Saturday<br>(818) 334-5125, ext. 206                                |
| ■ Baldwin Park Dial A Ride  | Baldwin Park city limits  | 7am-6pm Monday-Friday<br>(818) 862-1034   |
| ■ Bell Dial-A-Ride  | Bell, Commerce, Cudahy, Downey, Huntington Park, Lynwood, Maywood                               | 7:30am-5:30pm Monday-Friday,<br>9:30am-3:30pm Saturday<br>(213) 773-3425                              |
| ■ Bell Gardens Dial A Ride  | City of Bell Gardens  | 6:30am-10pm Monday-Friday<br>(213) 808-4530   |
| ■ Beverly Hills Shuttle   | Beverly Hills   | 7am-7pm Monday-Saturday<br>(213) 275-2791   |
| ■ Covina Shuttle  | Covina  | 6:30 a.m. to 6:30 p.m.<br>Monday-Friday;<br>9 a.m.-5 p.m. Saturday-Sunday<br>(818) 331-0111, ext. 276 |
| ■ Cudahy Area Rapid Transit   | Cudahy  | 9am-4pm Monday-Saturday<br>(213) 773-5143, ext. 314   |

*Continued*

**Community-Sponsored Shuttles and Local Dial-A-Ride (DAR) Resource List**  
(continued)

| Name                             | Areas Served  | Hours and Phone Number   |
|----------------------------------|---|--|
| ■ Duarte Mini-Trans              | Duarte  | 7am-6:50pm Monday-Friday,<br>9am-4:50pm Saturday<br>(818) 357-7931, ext. 237 |
| ■ El Monte Trolley               | El Monte  | 7am-7pm Monday-Friday,<br>9:40am-7pm Saturday<br>(818) 448-0003              |
| ■ Glendale Bee Line              | Glendale  | 9am-6pm Monday-Friday<br>(818) 956-3980                                      |
| ■ Hermosa-Redondo Wave           | Hermosa Beach and<br>Redondo Beach  | 7am-7pm Monday-Friday<br>(310) 376-3000                                      |
| ■ Huntington Park<br>Dial-A-Ride | Huntington Park city limits   | 7am-7pm Monday-Friday<br>(619) 376-3000                                      |
| ■ Inglewood "I" Line             | Downtown Inglewood  | 7am-7pm Monday-Friday<br>(310) 376-3000                                      |
| ■ La Mirada Transit              | La Mirada city limits   | 7am-7pm Monday-Friday<br>(949) 376-3000                                      |
| ■ Lawndale Trolley               | Lawndale  | 7am-7pm Monday-Friday<br>(310) 376-3000                                      |
| ■ Los Angeles Dash               | Downtown Los Angeles and<br>Central City Area. Also operates<br>in Pacific Palisades, and an<br>evening shuttle in Westwood | 7am-7pm Monday-Friday<br>(213) 376-3000                                      |
| ■ Los Angeles-Fairfax<br>Trolley | Fairfax area  | 7am-7pm Monday-Friday<br>(213) 376-3000                                      |
| ■ Lynwood Trolley                | Lynwood   | 7am-7pm Monday-Friday<br>(310) 376-3000                                      |



# **Community-Sponsored Shuttles and Local Dial-A-Ride (DAR) Resource List** (continued)

| Name                                | Areas Served  | Hours and Phone Number  |
|-------------------------------------|---|---|
| ■ Maywood Dial-A-Ride               | Maywood   | 7:00am-5:15pm Monday-Friday<br>714/948-6231                                   |
| ■ MAX                               | Beach Cities, Palos Verdes,<br>Peninsula/Torrance, San Pedro/<br>Torrance to and from the El<br>Segundo Employment Center | 7:00am-8:15am<br>8:30am-6:30pm<br>714/540-9442                                |
| ■ Monrovia Dial-A-Ride              | City of Monrovia  | 7:00am-5:00pm Monday-Friday,<br>8:00am-5:00pm Saturday-Sunday<br>714/796-5000 |
| ■ Monterey Park Trolley             | Monterey Park   | 7:00am-5:00pm Monday-Friday<br>714/796-5000                                   |
| ■ Palos Verdes Transit              | Rancho Palos Verdes, Palos<br>Verdes Estates, Rolling<br>Hills Estates  | 7:00am-5:00pm Monday-Friday,<br>8:00am-5:00pm Saturday,<br>714/540-9442       |
| ■ Paramount Neighborhood<br>Shuttle | Paramount   | 7:00am-5:00pm Monday-Friday,<br>714/540-9442                                  |
| ■ Pomona "Valley<br>Connection"     | Claremont, La Verne, Pomona,<br>Montclair and San Dimas   | 7:00am-5:00pm Monday-Friday,<br>714/540-9442                                  |
| ■ Rosemead Shopper<br>Shuttle       | Rosemead  | 7:00am-5:00pm Monday-Friday,<br>714/540-9442                                  |
| ■ Santa Clarita Dial-A-Ride         | Santa Clarita Valley  | 7:00am-5:00pm Monday-Friday,<br>714/540-9442                                  |
| ■ Santa Fe Springs<br>"Free Tram"   | Santa Fe Springs  | 7:00am-5:00pm Monday-Friday,<br>714/540-9442                                  |

## ***Community-Sponsored Shuttles and Local Dial-A-Ride (DAR) Resource List (continued)***

| <b><i>Name</i></b>  | <b><i>Areas Served</i></b>              | <b><i>Hours and Phone Number</i></b>                         |
|---|---|--|
| ■ South Gate Dial-A-Ride  | City of South Gate                      | 8am-6pm Monday-Friday,<br>9am-6pm Saturday<br>(213) 262-3497 |
| ■ West Covina Shuttle   | West Covina                             | 8am-6pm Monday-Friday,<br>9am-6pm Saturday<br>(714) 262-3497 |
| <i>The following information was provided by the Ventura County Transportation Authority.</i> |   |  |
| ■ Fillmore City Dial-A-Ride   | Fillmore, Piru, Santa Paula,<br>Ventura |  |
| ■ Ventura Trolley   | Ventura                                 |  |
| <i>The following information was provided by the Riverside Transit Agency.</i>                |   |  |
| ■ Corona Dial-A-Ride  | Corona                                  |  |
| ■ Hemet/San Jacinto<br>Dial-A-Ride  | Hemet, San Jacinto                      |  |
| ■ Norco Dial-A-Ride   | Norco                                   |  |
| ■ Perris Dial-A-Ride  | Perris                                  |  |
| ■ Sun City Dial-A-Ride  | Sun City                                |  |



## Public Transit Operators Resource List

| Name                                    | Area Served  | Phone Number   |
|---|--|----------------|
| ■ Antelope Valley Bus                   | North County area including Lancaster, Palmdale, Little Rock, Mayflower Gardens, Pearblossom, Quartz Hill, Sun Village | (805) 948-6421 |
| ■ Bellflower "The Bus"                  | City of Bellflower   | (213) 440-2115 |
| ■ Carson Circuit                        | City of Carson   | (213) 340-2115 |
| ■ County Interconnect Bus               | Westlake, Newbury Park, Thousand Oaks, Camarillo, Oxnard, Ventura  | (805) 481-2115 |
| ■ Commerce Municipal Bus Lines          | Commerce   | (909) 940-2115 |
| ■ Culver City Municipal Bus Line        | Westside including Culver City, Mar Vista, Palms, Rancho Park, Venice, Westchester, West Los Angeles, Westwood         | (213) 440-2115 |
| ■ Fillmore Area Transit                 | Fillmore, Piru, Santa Paula, Ventura   | (805) 481-2115 |
| ■ Foothill Transit                      | Pomona and San Gabriel Valley areas from Arcadia to Claremont  | (909) 940-2115 |
| ■ Gardena Municipal Bus Lines           | South Bay and downtown   | (310) 340-2115 |
| ■ Long Beach Transit                    | Long Beach and adjacent cities   | (562) 440-2115 |
| ■ Montebello Municipal Bus Lines        | Montebello, Pico Rivera, downtown Los Angeles  | (323) 440-2115 |
| ■ Norwalk Transit                       | Norwalk, Bellflower  | (562) 440-2115 |
| ■ Omnitrans                             | Western San Bernardino County  | (909) 940-2115 |
| ■ Orange County Transit District (OCTD) | Orange County and parts of Los Angeles County  | (714) 940-2115 |

**Public Transit Operators Resource List**  
(continued)

| <b>Name</b>  | <b>Area Served</b>   | <b>Phone Number</b>                 |
|--|--|-------------------------------------|
| ■ Riverside Transit Agency                           | Riverside  | (714) 682-1234                      |
| ■ Santa Clarita Transit                              | North County area  | (805) 254-7287                      |
| ■ Santa Clarita Valley Express                       | North County area  | (805) 253-1287 or<br>(818) 795-9267 |
| ■ Santa Monica Municipal Bus Lines (SMMBL)           | Westside   | (213) 451-5444                      |
| ■ Simi Valley Transit Agency                         | Simi Valley, San Fernando Valley   | (805) 583-0363, ext. 435            |
| ■ Southern California Rapid Transit District (SCRTD) | Los Angeles, San Fernando and San Gabriel Valleys, Riverside, San Bernardino | (213) 626-4455                      |
| ■ Sunline Transit                                    | Coachella Valley   | (619) 343-3456                      |
| ■ Thousand Oaks Transit                              | Thousand Oaks  | (805) 497-8811                      |
| ■ Torrance Transit System                            | South Bay  | (800) 451-0529                      |
| ■ Whittier Transit                                   | Whittier   | (213) 945-3200                      |



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## ***Guaranteed Ride Home Contact List***

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### ***Aerojet Electrosystems Azusa, CA***

This electronics manufacturer offers a short-term auto rental for carpoolers and vanpoolers in case of an emergency.

- Contact: James L. Davis  
(818) 812-2451

### ***Alpha Therapeutics Los Angeles, CA***

Due to interest expressed by ridesharers, this company implemented a GRH program using a fleet vehicle in case of emergencies. Commuters who carpool two or more times a week are eligible to sign up and participate.

- Contact: Sandy Gimpelson  
(213) 227-7674

### ***American Racing Equipment Rancho Dominguez, CA***

As a carpool incentive, American Racing Equipment implemented a subsidized taxi program for all valid carpool members.

- Contact: Marty Simmons  
(213) 537-0820

### ***ARCO Transportation Long Beach, CA***

In response to Regulation XV, ARCO Transportation implemented a GRH program that uses company fleet vehicles, rental cars, and subsidized taxi service.

- Contact: David Greenhut  
(213) 590-4632

### ***City of Pasadena Pasadena, CA***

The GRH program uses a taxi service to guarantee rides for ridesharing city employees who encounter an emergency at work. Valid reasons for using the program include illness or crisis of participant or family member, unexpected request of supervisor to work past regular quitting time, stranded at work because the driver of the carpool had to leave for an emergency, or any reason approved by the employee's supervisor and ETC. The city has detailed their administrative procedures, designed an application for registering ridesharers, a transportation voucher, and follow-up report.

- Contact: Lucy Castro  
(818) 405-4191



**Century City Transportation  
Management Association  
Los Angeles, CA**

The Century City TMA offers a GRH program to attract more people to ridesharing and provide a new service for current ridesharers. All full-time and part-time ridesharers registered with the TMA can participate in the GRH program. During an emergency or overtime situation, the commuter can sign out a taxi voucher, then call the taxi company directly and pay for the ride with the voucher. The TMA member company is billed later. The TMA is designing a brochure to outline program details.

■ Contact: Cosette Polena  
(213) 473-6508 or (213) 553-6427

**Chromizing Company  
Gardena, CA**

The GRH program is offered to Clean Air Club members in case of emergency. This program offers guaranteed, timely, and free transportation for personal emergencies or illness up to 3 times per year. If an emergency occurs on a day the employee normally walks, bikes, takes the bus or rideshares, the company will make arrangements to get home, either through another rideshare arrangement, or through the use of a taxi. Employees incur no costs. The program is outlined in a brochure.

■ Contact: Candice Kiel  
(213) 770-1860

**City of San Bernardino  
San Bernardino, CA**

As part of the city's trip reduction plan, the City of San Bernardino offers a company car pool which is available in case of emergency. The program is marketed through newsletters, fairs, posters, and memos.

■ Contact: Neal Larson  
(714) 384-5115

**Cutter Biological-Miles Inc.  
Covina, CA**

This company organized a GRH program consisting of company-owned vehicles, and associates and relatives of workers. Registered carpoolers and vanpoolers can participate in the program.

■ Contact: Dennis Seel  
(818) 339-7388, ext. 208

**Department of Water  
and Power  
Los Angeles, CA**

The DWP began its GRH program in August of 1989 as an incentive to encourage new ridership and maintain old ridership. The program uses company pool fleet vehicles (vans, cars, trucks), or provides a ride home from someone in the employee's organizational unit. The program is good only for emergencies, illness, and unscheduled overtime. The program is marketed through new employee orientation and vanpool formation meetings.

■ Contact: Darryl Kitagawa  
(213) 482-0416



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**Earle M. Jorgensen**  
**Lynwood, CA**

The need to assure employees who rideshare of a ride home in emergencies prompted this company to use company fleet cars to implement a GRH program. The program is good for all emergencies and can be used as often as required, 24 hours per day.

■ Contact: Al Walker  
(213) 567-1122

**Farmers Insurance Group**  
**Los Angeles, CA**

This insurance company offers a combination of GRH options including the use of company fleet vehicles, and subsidized taxi and short term car rentals.

■ Contact: Mike Alexander  
(213) 932-3400

**Fox Television Center**  
**Los Angeles, CA**

Fox Television's GRH program offers either a company vehicle, a short-term auto rental program or ride home with a colleague. The program offers a ride home for any employee who has used an alternative form of transportation that day and who finds that he/she needs a way home because of an emergency situation. This can include illness or severe crisis of participant or of a family member, stranded at work because the driver had to leave, or unexpected overtime is required. The company has outlined its program in a brochure.

■ Contact: Crystal Caviness  
(213) 856-1252

**General Dynamics**  
**(Valley Systems Division)**  
**Ontario, CA**

This company offers the use of a fleet vehicle and taxi service to all employees who are registered in the ridesharing program, including carpoolers, bus riders, vanpoolers, walkers, and bicycle riders. Program is offered for illness, emergency at work or unexpected overtime. There are no restrictions on times used per year or mileage.

■ Contact: Ed Contratto  
(714) 945-8600

**Hamilton/Avnet Electronics**  
**Culver City, CA**

Hamilton/Avnet Electronics began its GRH program because employees expressed reluctance to participate in the rideshare program. The company will subsidize a taxi, use a company car or a rental car in the event of an emergency or unscheduled overtime to those employees who participate in the rideshare program. Employees are informed through company-wide meetings, and through their employee transportation handbook.

■ Contact: Linda Bagwell  
(213) 558-2880

**Hewlett Packard Company  
North Hollywood, CA**

As part of their SCAQMD Trip Reduction Plan, Hewlett Packard incorporated the use of existing pool cars and taxi services for GRH purposes. The program is available to those employees using commute alternatives and experience emergencies, unscheduled overtime, or illness.

■ Contact: Kate Parankema  
(818) 505-5620

**Hughes Training & Support  
Systems Group (T.S.S.G.)  
Long Beach, CA**

In an effort to provide employees with incentives to participate in the company's ridesharing program, T.S.S.G. set up an Emergency Ride Home Program. The program was developed in response to concerns expressed by employees that in the event of an emergency during business hours, there would not be an alternative means of transportation available to them. The program provides either a company vehicle, taxi cab, or rental car to a ridesharer who has a daytime emergency. The company has produced detailed policies and procedures.

■ Contact: Carol Gomez  
(213) 513-5029

**Huntington Memorial  
Hospital  
Pasadena, CA**

Employees who commit to rideshare or commute by bus will receive a Guaranteed Ride Home voucher each quarter in case of an emergency. Under certain conditions a taxi cab will be called. Under other conditions, a rental car will be arranged.

■ Contact: Sandy Stellway  
(818) 397-3366

**Loma Linda University  
Medical Center  
Loma Linda, CA**

Administered by the Security Department, Loma Linda University Medical Center offers a company fleet car for registered carpool members for a maximum of two uses per year per person, whenever the carpool is missed or emergencies arise.

■ Contact: Lamarr Edwards  
(714) 824-4314

**Mobil Oil Corporation  
Torrance, CA**

As an encouragement to ride in vanpools, Mobil Oil pays for cab fare home for emergencies, illness, and scheduled and unscheduled overtime. There are no restrictions on use.

■ Contact: John Zachary  
(213) 212-4580



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***Nissan Motor  
Corporation—USA  
Carson, CA***

Nissan Motor Corporation—USA provides a company fleet vehicle to eligible employees should emergencies or unexpected overtime occur. The ETC must be notified before 5:00pm to arrange for this back-up vehicle.

- Contact: Michele Mottola  
(213) 719-3271

***Occidental College  
Los Angeles, CA***

Occidental began its GRH program to assist employees to try alternate modes of transportation. Depending on distance, the ETC will determine the most appropriate mode to be used, whether a taxi, campus security, or student van.

- Contact: Lisa Koerbling  
(213) 259-2501

***Pioneer Magnetics, Inc.  
Santa Monica, CA***

Pioneer Magnetics' GRH program provides either a company car with a driver to take employees who participate in the ridesharing home for emergencies and unscheduled overtime situations, or the company will pay for a bus or cab fare to get the employee to their destination. This company promotes its GRH program with posters, memos, and at new-hire orientation meetings.

- Contact: Esther Garcia  
(213) 829-6751

***The Burbank Studios  
Burbank, CA***

The GRH program was established as an incentive to encourage employees to leave their car at home at least some of the time. The program is available to employees who are participating in the Commuter Transportation Programs. Participating employees must register with the Commuter Transportation Office in order to be eligible. The program can be used by program participants for personal/family emergencies or when they or a fellow ridesharer is suddenly required to work more than one-half hour overtime. The program is also available to those participants who are stranded without suitable alternative means of travel when their driver had to leave during the day and did not return to the work location. The program can be used up to four times during a calendar year at no cost, and additional times on a cost recovery basis. The company has designed a detailed policy and procedures, as well as voucher forms.

- Contact: Kathleen Dawson  
(818) 954-2200

**TRW**  
**Redondo Beach, CA**

TRW's GRH program provides registered rideshare program participants transportation in the event of an emergency. The service is provided through a local taxi agency at no cost up to four times a year. Information on their program is included in their commuter services information package, flyers, and company newspaper.

■ Contact: Craig Rogers  
(213) 813-4429

**UCLA Commuter  
Assistance-Ridesharing  
Department**  
**Los Angeles, CA**

The Guaranteed Ride Home program gives full-time Vanpool and Commuter Lines Buspool participants a ride home day or night. The program consists of overnight rental cars, "Night Rider" back-up vanpools, subsidized taxi service, computer matching services for carpools, and existing buspool service. The UCLA program has designed an informative brochure and other marketing pieces.

■ Contact: Kathleen Griessel  
(213) 825-7639

**Unocal**  
**Wilmington, CA**

Any ridesharing employee who is asked to work overtime or has an emergency will be provided a company-paid taxi ride.

■ Contact: Melanie Hughes  
(213) 513-7600

**Warner Center  
Transportation  
Management Organization**  
**Woodland Hills, CA**

The GRH program contracts with a taxi and rental car company to make sure that employees who work in the Warner Center, do not drive their car and miss their normal ride home because of an unplanned emergency—illness, family crisis, working late, or the employee's normal carpool or vanpool driver had to leave early—that they can get to where they need to go. The Warner Center TMO has designed extensive marketing materials, including a brochure and poster. In addition, they have assembled detailed policies and procedures.

■ Contact: Christopher Park  
(818) 710-7767

**Xerox Corporation**  
**El Segundo, CA**

To provide a ride home in case of an emergency or unscheduled overtime to employees who participate in the vanpool program, Xerox Corporation makes available a subsidized taxi ride up to eight times a year. The program is promoted through the company newsletter, memo, and through the Commuter Services Office.

■ Contact: Rick Goss  
(213) 333-9997



# Samples

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- *Employee GRH needs assessment survey*
- *Vouchers*
- *Central billing application and other rental car information*
- *Fleet vehicle mileage log*
- *Fleet vehicle GRH agreement*
- *TMO GRH agreement with participating members*
- *GRH informed consent, release and waiver of liability*
- *Letter to supervisors*
- *GRH pre-registration application*
- *Procedures to participate*
- *GRH confirmation report*
- *GRH marketing materials*





## Sample GRH Needs Assessment Survey

The following survey has been established to gather information to establish a Guaranteed Ride Home (GRH) program. GRH programs assure commuters who do not have their cars at work—because they rode to work in a carpool, vanpool, bus, or bicycled or walked—that they will have reliable back-up transportation to be used in case they have to leave prior to or after their normal ride home.

1. How do you usually travel to work? (Please check one.)

- ☐ a. Drive Alone      ☐ c. Carpool      ☐ e. Vanpool      ☐ g. Motorcycle  
☐ b. Public Transit      ☐ d. Bicycle      ☐ f. Walk      ☐ h. Other

**Explain:**

2. How many miles do you travel from work to home (one-way)? \_\_\_\_\_ Miles

3. What are your typical work hours?

Start Time \_\_\_\_\_ (am/pm)      Leave Time \_\_\_\_\_ (am/pm)

4. How many minutes does it usually take you to get from work to home (one-way)?  
 \_\_\_\_\_ Minutes

5. Over the past year, how many times have you had a personal/family emergency and left work early?

- ☐ a. None      ☐ c. Two      ☐ e. Four  
☐ b. One      ☐ d. Three      ☐ f. More (if so, how many) \_\_\_\_\_

6. In the most recent personal/family emergency, how did you get home or wherever you had to go to respond to the emergency?

- ☐ a. Drove own car      ☐ d. A friend drove me  
☐ b. Family member drove me      ☐ e. Took a taxi  
☐ c. Co-worker drove me      ☐ f. Took the bus

7. On average, over the past year, how often have you... (If never, please write 0.)

- ☐ a. Worked overtime? \_\_\_\_\_ days/year  
☐ b. Needed your car during work for business? \_\_\_\_\_ days/year  
☐ c. Needed your car for personal errands during work? \_\_\_\_\_ days/year

8. On average, how far in advance do you usually know you will... (Please check appropriate boxes.)

**Never      Few Hours/  
Same Day      Day  
Before      Within  
a Week**

- a. Work overtime? ☐ ☐ ☐ ☐  
 b. Need car for business? ☐ ☐ ☐ ☐  
 c. Need car for errands during the workday? ☐ ☐ ☐ ☐

9. When deciding about driving your car versus ridesharing (carpool/vanpool/transit/walk/bicycle) on a full or part-time basis, how concerned are you about being without your car in case...

**Not Concerned      Very Concerned**

- a. Of a personal/family emergency? ☐ ☐  
 a. You need to stay late or work overtime? ☐ ☐  
 c. You need to run personal errands? ☐ ☐  
 d. You need your car for business? ☐ ☐  
 e. Of other situations? ☐ ☐

**Sample GRH Needs  
Assessment Survey**  
(continued)

10. Would it make it easier for you to continue ridesharing or try ridesharing even twice a week if you were guaranteed a ride in case of ...
- |                                   | Yes | No |
|-----------------------------------|-----|----|
| a. A personal/family emergency?   |     |    |
| b. Staying late/working overtime? |     |    |
| c. Running personal errands?      |     |    |
| d. Business appointments?         |     |    |
| e. Missing a ride to work?        |     |    |
| f. Other _____                    |     |    |
11. During the past year, have you stopped ridesharing or been tempted to stop because of ...
- |                            | Yes | No | Have Never Regularly Shared the Ride |
|----------------------------|-----|----|--------------------------------------|
| a. Problems with overtime? |     |    |                                      |
| b. Emergency situations    |     |    |                                      |
12. What must a Guaranteed Ride Home service (GRH) offer before you would consider using it? (Check all that apply.)
- |                         |                      |
|-------------------------|----------------------|
| a. Short waiting period | d. Reliability       |
| b. Low cost             | e. Would not use GRH |
| c. Door-to-door service | f. Other _____       |
13. Putting aside cost issues, if you were to use a guaranteed ride home service, what kind of transportation would you feel most comfortable using should the need arise? (Check all that apply.)
- |                 |                         |
|-----------------|-------------------------|
| a. Taxi service | d. Company/commuter van |
| b. Rental car   | e. Shuttle buses        |
| c. Company car  | f. Other _____          |
14. Should there be restrictions on the use of the Guaranteed Ride Home service by limiting the ...
- |   | Yes | No | If yes, how many? |
|---|-----|----|-------------------|
| a. Number of trips/month for personal emergencies?  |     |    | _____             |
| b. Number of trips/month for staying late/overtime? |     |    | _____             |
| c. Number of trips/month for personal errands?      |     |    | _____             |
15. How long would you be willing to wait for a guaranteed ride
- |  |               |
|--|---------------|
| a. In case of a personal/family emergency?     | _____ minutes |
| b. If you had to stay late/work overtime?      | _____ minutes |
| c. If you had to go to a business appointment? | _____ minutes |
| d. If you had to run personal errands?         | _____ minutes |
16. What percentage of the cost of a guaranteed ride should be paid by your employer and by you?
- |  | Employer | You     |       |
|--|----------|---------|-------|
| a. In case of personal/family emergencies?     | _____ %  | _____ % | =100% |
| b. If you had to stay late/work overtime?      | _____ %  | _____ % | =100% |
| c. If you had to go to a business appointment? | _____ %  | _____ % | =100% |
| d. If you had to run personal errands?         | _____ %  | _____ % | =100% |
17. What payment method would you most prefer if a guaranteed ride home service were available to you?
- |                             |   |
|-----------------------------|---|
| a. Bill now, pay later      | d. Credit card                                  |
| b. Cash at time of service  | e. Voucher (travel orders used in lieu of cash) |
| c. Check at time of service | f. Other _____                                  |

## Sample Taxi Voucher

Date \_\_\_\_\_

Employee Name \_\_\_\_\_

Company \_\_\_\_\_

Department \_\_\_\_\_

By \_\_\_\_\_

### ■ Yellow Cab Driver

You are authorized to transport the above-named person from (Company name), (Company address), to

Specify Address \_\_\_\_\_

Please complete the following items:

Driver Name \_\_\_\_\_

Cab Number \_\_\_\_\_

Date \_\_\_\_\_

Time \_\_\_\_\_

Meter Fare \$ \_\_\_\_\_

15% Gratuity \_\_\_\_\_

Total \_\_\_\_\_

Employee's Signature \_\_\_\_\_

Driver's Signature \_\_\_\_\_

Mileage \_\_\_\_\_

Pickup Time \_\_\_\_\_

Drop Off Time \_\_\_\_\_

### ■ Employee

Please do not forget to get receipt from cab driver and turn into transportation coordinator the following day.



**Gecker Cab Co.**



TRANSPORTATION VOUCHER N<sup>o</sup> 43179

|             |          |          |          |
|-------------|----------|----------|----------|
| 258-3231    | 956-CABS | 843-8500 | 796-TAXI |
| LOS ANGELES | GLENDALE | BURBANK  | PASADENA |

CAB # \_\_\_\_\_ DRIVER \_\_\_\_\_ DATE \_\_\_\_\_

FIRM \_\_\_\_\_ AGENT \_\_\_\_\_

ADDRESS \_\_\_\_\_

NUMBER OF ITEMS \_\_\_\_\_ PASSENGER \_\_\_\_\_

RECIEVED BY \_\_\_\_\_ FARE \_\_\_\_\_ TIP \_\_\_\_\_

TIME \_\_\_\_\_ TOTAL FARE \$ \_\_\_\_\_

FROM: \_\_\_\_\_

TO: 1. \_\_\_\_\_ 3. \_\_\_\_\_

2. \_\_\_\_\_ 4. \_\_\_\_\_

**VOID**

No. 0207  
DO NOT DUPLICATE



VOUCHER FORM

IDENTIFY SERVICE USED: ☐ RENTAL CAR: \_\_\_\_\_ ☐ TAXI: \_\_\_\_\_

\_\_\_\_\_ If taxi is used, the taxi driver must identify the total fare charged here: \$ \_\_\_\_\_ Estimate of total mileage \_\_\_\_\_  
HAVE TAXI DRIVER  
COMPLETE THESE LINES:  
Driver's name: \_\_\_\_\_

1) COMPANY: \_\_\_\_\_

2) PARTICIPANT'S NAME: \_\_\_\_\_

HOME ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

WORK PHONE: \_\_\_\_\_

3) THE PARTICIPANT RIDES AT LEAST THREE DAYS A WEEK IN A: (circle one)

CARPOOL

VANPOOL

BUS

4) BRIEFLY EXPLAIN THE PURPOSE OF THE EMERGENCY NEED:

5) DOES THE PARTICIPANT NEED TO GO TO ANY LOCATION OTHER THAN HOME? ☐ Yes ☐ No

IF YES, PLEASE LIST THE PLACE AND LOCATION: \_\_\_\_\_

6) ESTIMATE THE TOTAL ONE-WAY TRIP MILEAGE (INCLUDE ANY EMERGENCY SIDE TRIPS): \_\_\_\_\_ MILES  
(If estimate is within 20 miles, call for a taxi. If over 20 miles, call the authorized car rental agency to have the employee shuttled to pick up car.)

I affirm that the above information is true to the best of my knowledge, and I have reviewed the rules and regulations on the back page of this voucher.

Authorized Company Representative \_\_\_\_\_ Date \_\_\_\_\_

I affirm that the above information is true, and I have reviewed the rules and regulations on the back page of this voucher and I hereby agree thereto. I understand that the taxi driver's tip will be paid.

Participant \_\_\_\_\_ Date \_\_\_\_\_

COPY DISTRIBUTION: WHITE - Tax or rental agency YELLOW - Participant PINK - Company representative GREEN - TMO office

# HERTZ

## THE ONE TRIP TRAVEL ORDER O. T. T. O.

**Hertz** THE HERTZ CORPORATION  
WORLD WIDE RENT A CAR  
**ONE TRIP TRAVEL ORDER**  
O.T.T.O. NO.  
**796455**  
BILLING CASH

TO BE PAID BY  
ACCOUNT NO.  
0075-000-XXXXX-X  
COP. NO.  
ABC Company  
ADDRESS 0000 Any Street  
Anytown, CA 90000

REMARKS NO LDW/PAI

REMARKS P.O. #000000

RENTAL AT Atlanta, GA A/P  
DATE 2 22 88 RENTAL 3 day  
TIME 8:00A. AM. ME UA 111  
ISSUED BY Jane Doe  
INTERVIEWER

RENTAL DEPT. NO.  
(Marketing Dept. Rental)

☒ SIGNATURE  
OF ISSUER

HERTZ USE ONLY BELOW LINE

ATTENTION RENTAL REPRESENTATIVES  
SEPARATE AND ATTACH TO APPROPRIATE COPIES OF RA SO THAT  
COMPANY NAME APPEARS IN THE "TO BE PAID BY" SECTION ENTER  
RENTAL AGREEMENT NO. AND YOUR INITIALS

RENTAL AGREEMENT NO.

RENTAL REPRESENTATIVE

RENTAL REPRESENTATIVE INSTRUCTIONS ON REVERSE SIDE  
482 1/85, 1/86, 1/87, 1/88, 1/89, 1/90, 1/91, 1/92, 1/93, 1/94, 1/95, 1/96, 1/97, 1/98, 1/99, 2/00

The HERTZ O.T.T.O. (Voucher) is designed to be completely compatible with whatever payment method you are now using. It offers an easy method of authorizing rent-a-car service for the occasional traveler, the interviewee, and the employee who is being transferred.

The O.T.T.O. performs all functions of a charge card (i.e., no deposit is required; discount is extended, and charge privileges are available) ... or a cash identification card, yet limits these privileges to onetime usage.

The Authorizing Officer(s) of your company completes the O.T.T.O. (provided in six (6) parts, and retains the last copy. The traveler presents the entire remaining copies to the Rental Representative at the Hertz location, at time of rental.

An advance reservation should always be made either through your travel department, travel agent, or direct to Hertz at (800) 654-3131.

### HOW TO OBTAIN O.T.T.O.'S

IF A SUPPLY OF O.T.T.O.'S IS DESIRED, CONTACT  
YOUR HERTZ SALES OFFICE, BY TELEPHONE OR MAIL  
INDICATING YOUR HERTZ ACCOUNT NUMBER AND THE  
QUANTITY OF O.T.T.O.'S NEEDED.



## CORPORATE ACCOUNT APPLICATION

COMMERCIAL BILLING  
Type 1

COMMERCIAL BILLING  
Type 9

ONE TRIP  
TRAVEL ORDER

CASH IDENTIFICATION

| PLEASE TYPE OR PRINT  |  | PLEASE COMPLETE IN FULL   |  |
|---|--|---|--|
| COMPANY NAME (LIMIT TO 23 SPACES)   |  | INITIALS<br>1st 2nd   |  |
| COMPANY NAME (if additional space is needed) (LIMIT TO 23 SPACES)                         |  | LAST NAME OF INDIVIDUAL CARDHOLDER (18 SPACES MAXIMUM)<br>TYPE 9 ACCT. LIST BILLING ADDRESS IF OTHER THAN COMPANY ADDRESS |  |
| ADDRESS (LIMIT TO 23 SPACES)  |  |   |  |
| ADDRESS (if additional space is needed) (LIMIT TO 23 SPACES)                              |  |   |  |
| CITY (LIMIT TO 18 SPACES)   |  | STATE   |  |
| ZIP   |  | AREA CODE TELEPHONE   |  |
| PERSON TO BE CONTACTED AND TITLE (LIMIT TO 20 SPACES)                                     |  |   |  |
| PARENT OR AFFILIATED COMPANY(IES)   |  | CITY STATE  |  |
| YEAR BUSINESS STARTED<br>If less than 3 yrs. must include previous year's sales statement |  | CASH HISTORY  |  |
| SALES   |  | NET WORTH   |  |
|   |  | NO. OF EMPLOYEES  |  |
| SPECIAL INFORMATION   |  |   |  |
| FECAP NUMBER  |  |   |  |
| BANK NAME (BORROWING)   |  | ACCOUNT NO.   |  |
| BANK BRANCH ADDRESS   |  |   |  |
| CITY  |  | STATE ZIP   |  |
| PERSON TO CONTACT AT BANK   |  | TELEPHONE   |  |
| BANK NAME (CHECKING)  |  | ACCOUNT NO.   |  |
| BANK BRANCH ADDRESS   |  |   |  |
| CITY  |  | STATE ZIP   |  |
| PERSON TO CONTACT AT BANK   |  | TELEPHONE   |  |
| MAJOR TRADE REFERENCE   |  |   |  |
| ADDRESS   |  |   |  |
| CITY  |  | STATE ZIP   |  |
| PERSON TO CONTACT   |  | TELEPHONE   |  |
| TRADE REFERENCE   |  |   |  |
| ADDRESS   |  |   |  |
| CITY  |  | STATE ZIP   |  |
| PERSON TO CONTACT   |  | TELEPHONE   |  |

IF ADDITIONAL SPACE IS NEEDED LIST ADDITIONAL NAMES ON YOUR COMPANY LETTERHEAD

We wish to apply for a corporate account with National Car Rental System, Inc. in accordance with the conditions contained on reverse side, which I have read, understand and accept. You are authorized to verify all information.

MUST BE SIGNED BY AUTHORIZED OWNER, OFFICER OR PARTNER  
TITLE DATE  
IF YOUR COMPANY IS NOT INCORPORATED THE FOLLOWING INFORMATION WILL BE REQUIRED

NAME OF OWNERS SOCIAL SECURITY NO. RESIDENCE ADDRESSES

### FOR NATIONAL CAR USE ONLY

ACCOUNT NO. ESTIMATED DOLLAR VOLUME PER YEAR  
DIVIDEND NUMBER  
SALESMAN  
REGION TERRITORY

FORM 130 REV 4-88

NATIONAL COPY

# YOUR CORPORATE ACCOUNT APPLICATION

Draw Use Only  
Account Number  
Account Executive

## SECTION A—Section A Must Be Completed in Full

COMPANY NAME STREET ADDRESS CITY, STATE, ZIP

BILLING ADDRESS TELEPHONE NATURE OF BUSINESS

CONTACT NAME

APPROXIMATE YEARLY CAR VOLUME PARENT COMPANY & ADDRESS

CORPORATION PARTNERSHIP PROPRIETORSHIP ASSOCIATION GOVERNMENT

## SECTION B—Please Complete Section B if Requesting Dollar Identification Card

We wish to apply for a Dollar Identification Card which, when presented with a major credit card, will insure proper application of our corporate discount.

QUANTITY OF DOLLAR IDENTIFICATION CARDS REQUESTED

## SECTION C—Please Complete Section C if Requesting Dollar Credit Privileges. Please Attach Copy of D & B Report And/Or Most Current Financial Statement, if Possible

AGE OF BUSINESS (Minimum 3 Years Required) COMPANY NET WORTH D&B NUMBER & D&B RATING

BANK NAME BANK ADDRESS

CONTACT NAME PHONE ACCOUNT NUMBER(S)

TWO MAJOR CREDIT REFERENCES ADDRESS

ADDRESS

Indicate on company letterhead the following information:

1. Type of Dollar Credential Required:
  - A. Credit Issued to Authorized Representative, specify quantity required
  - B. Credit Card Issued to Individuals, specify individual names
  - C. One Trip Travel Voucher, specify quantity required

We wish to apply for Dollar Rent A Car's corporate programs as indicated above, in accordance with conditions indicated on the reverse side, which we have read and accept. You are hereby authorized to verify information contained herein and may request financial information from banking sources as indicated. A Company Officer is defined as an individual who has the authority to commit a company/corporation into a financial commitment.

NAME AND TITLE OF COMPANY OFFICER

Name

Title

SIGNATURE OF COMPANY OFFICER

DATE

PLEASE RETURN COMPLETED APPLICATION TO THE REGIONAL SALES REPRESENTATIVE NEAREST YOU

# DOLLAR





"MY OTHER CAR"  
PROGRAM

| <u>Car Class</u> | <u>Daily Rate</u> | <u>5-Hour Rate</u> |
|------------------|-------------------|--------------------|
| A-E              | 29.00             | 20.95              |

Terms and Conditions

- 1) Daily rate covers one, 24-hour period. 5-Hour rate covers five 60 minute hours.
- 2) Rate converts to Local Business Rate for the car class if kept over 24 hours.
- 3) Rates allow for 150 FREE miles per day, then 25c for each additional mile thereafter.
- 4) Refueling service charges, taxes and optional CDW, PAI PEP are not included.
- 5) Program includes pickup and delivery of a renter at a nearby location.
- 6) Car may return to any of the following Avis locations if necessary:

|                              |                  |
|------------------------------|------------------|
| * Los Angeles Airport        | * Long Beach     |
| * Burbank Airport            | * Marina Del Rey |
| * Anaheim (Disneyland Hotel) | * Montebello     |
| * Arcadia                    | * Oxnard         |
| * Canoga Park                | * Pasadena       |
| * Culver City                | * Santa Monica   |
| * Glendale                   | * Studio City    |
| * Hollywood                  | * Van Nuys       |
| * Industry Hills             | * Ventura        |



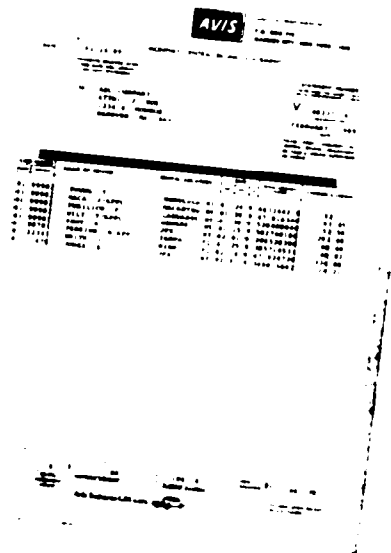
# CONVENIENT PLANS THAT SAVE YOUR TRAVELERS TIME AND YOUR COMPANY MONEY

## Avis Offers Central And Individual Billing Linked To The Wizard Of Avis Computer.

If your company maintains the required rental volume and number of travelers with Avis, we can offer you a choice of two billing plans designed to meet your particular travel and accounting needs. One is *Avis Central Billing* in which a monthly statement of all rental charges is sent directly to your company. The other is *Avis Individual Billing* in which a separate statement is sent directly to each individual renter in your company. Either plan can help you gain tight control of expenditures, increase cash flow, reduce your company's administrative workload and provide fast, convenient car rentals for your employees.

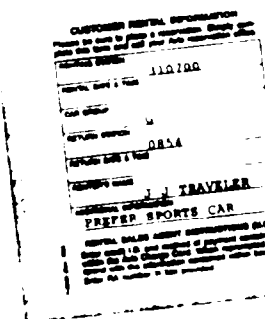
The key to each billing plan is the *Avis Charge Card* linked to a *Wizard® Number*. Your *Wizard Number* ties you directly into the *Wizard of Avis*, our on-line, real-time computerized reservation/rental system. Your *Avis Wizard Number* also gives you access to special services like *Avis Express®* which, with an advance reservation, enables you to bypass the lines at rental counters at 50 major U.S. airports. You simply take an *Avis* bus to the *Avis Express* area where your car and rental agreement will be waiting for you.

An *Avis Charge Card* is a source of instant identification and convenience at *Avis* locations throughout the world. It also waives pre-payment at time of rental and automatically assures that your travelers receive any applicable corporate rates or discounts at the time of rental.



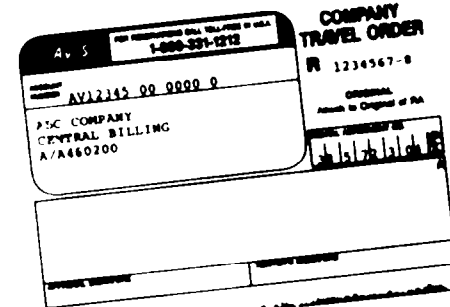
## Avis Central Billing

- All individual charges consolidated onto one monthly statement forwarded to your Corporate location
- Statement information includes traveler's name, card number, rental agreement number, location, and date of each rental
- Summary rental activity eliminates the need for extra paperwork to process your monthly billing
- Remittance made easy



## Avis Individual Billing

- The same convenient monthly billing statement is forwarded to renter.
- Individuals using expense accounts find this billing system ideal for reconciling travel expenses on a timely basis.



## Avis Company Travel Order (ACTO)

- One time travel order used for your infrequent travelers
- ACTOs are pre-printed with your company name and account information
- Rental charges incurred by the use of ACTOs appear on your monthly statement

At *Avis* we make renting a car fast and easy for your employees. And, bookkeeping is easy and cost-effective for you. That's why we offer customized billing tailored for your particular needs. It's the kind of personalized service that *Avis* has become known for by both large and small companies. And another example of how *Avis* is trying harder than ever for you.

Budget Rent a Car Corporation  
Regional Sales Office  
5200 W. Century Boulevard  
Los Angeles, CA 90045-5828  
Telephone: (213) 648-3721

# **Budget**

Dear Business Traveler:

BUDGET RENT A CAR CORPORATION ANNOUNCES OUR **CorpRate** PROGRAM:

## UNITED STATES

| <u>Economy</u> | <u>Compact</u> | <u>Intermediate</u> | <u>Full Size (2/dr)</u> | <u>Full Size (4/dr)</u> |
|----------------|----------------|---------------------|-------------------------|-------------------------|
| \$38.00        | \$40.00        | \$42.00             | \$44.00                 | \$44.00                 |

**UNLIMITED MILEAGE AT PARTICIPATING LOCATIONS**

(Surcharges May Apply at Some Locations)

## CANADA AND INTERNATIONAL

Flat, daily rates are available in Canada, Europe, Latin America, Australia, and the Far East. Rates vary by country and car class, and may be verified by calling our toll-free Reservation Center International Desk (800) 527-0700.

## ADDITIONAL FEATURES AND BENEFITS

- No volume commitment required.
- Any size company can take advantage of this reduced rate.
- Central Billing Credit Cards for companies with SIX OR MORE TRAVELERS  
--NO ANNUAL FEE, NO SERVICE CHARGE OR INTEREST CHARGES.
- Convenience of over 3,100 locations worldwide.
- Special discounted rates on **Truck and Van rentals.**
- Largest luxury Lincoln fleet in the industry.
- Customer **C.A.R.E.** Program - Concern  
Attitude  
Respect  
Enthusiasm
- Please allow six to eight weeks for receipt of your Budget credentials.

**WOULDN'T YOUR COMPANY LIKE TO ALIGN ITSELF WITH THE MOST  
INNOVATIVE AND COST EFFECTIVE CAR RENTAL COMPANY  
IN THE INDUSTRY TODAY?**

If so, please complete the attached application  
and return it to the above address today!

Rates subject to change without notice.



# **Sample Fleet Vehicle Mileage Log**

|                          |                   |
|--------------------------|-------------------|
| <i>Date</i>              | <i>Time Out</i>   |
| <i>Date</i>              | <i>Time In</i>    |
| <i>Driver Name</i>       |                   |
| <i>Social Security #</i> | <i>Department</i> |

The information below must be completed by the driver of the vehicle for each trip made for the duration the vehicle is assigned. **Please note** that milage to and from your home to any work location is **personal mileage**, unless your normal means of transportation was unavailable because you were required to work overtime, or you had a personal emergency which required the use of the vehicle to transport you to the emergency. In that event, list the trip as "Business" and the purpose as "substitute commuting required by overtime or personal emergency."

*Ending Odometer Reading* \_\_\_\_\_

*Starting Location* \_\_\_\_\_

*Starting Odometer Reading* \_\_\_\_\_

*\*Total Miles Traveled* \_\_\_\_\_

| <i>Date</i> | <i>Time</i> | <i>Destination</i> | <i>Business/<br/>Personal—Purpose</i> | <i>Miles</i> |
|-------------|-------------|--------------------|---------------------------------------|--------------|
|             |             |                    |                                       |              |
|             |             |                    |                                       |              |
|             |             |                    |                                       |              |
|             |             |                    |                                       |              |
|             |             |                    |                                       |              |
|             |             |                    |                                       |              |
|             |             |                    |                                       |              |
|             |             |                    |                                       |              |
|             |             |                    |                                       |              |

*\*Miles Traveled* \_\_\_\_\_

\*Total business plus personal miles must equal total miles traveled as determined by the odometer readings.

|                            |             |
|----------------------------|-------------|
| <i>Signature of Driver</i> | <i>Date</i> |
|----------------------------|-------------|

## **Sample Fleet Vehicle GRH Agreement**

- I, \_\_\_\_\_ (PRINT NAME) \_\_\_\_\_, agree to the following as a condition of my use of the (vehicle make and model) owned by (name of company) (the "vehicle") for my commuting purposes due to (reason for use—overtime, emergency, etc.).
- I agree to use the vehicle only for commuting purposes and for such other (name of company) purposes as may be authorized by my supervisor. I will not allow any other persons to drive the vehicle while it is in my possession. I agree to keep a record of my trips and mileage by destination.
- I agree to be fully responsible for and to indemnify (name of company) against any damage to myself, the vehicle or to a third party which result from my negligent, improper or unauthorized use of the vehicle.
- I represent that I have a valid California driver's license, no more than two moving violations in the past two years, and no driving under the influence convictions on my current automobile record. I understand that if I fail to meet the foregoing conditions during the time that I am using the vehicle, that I thereby release (name of company) from any and all costs and liability arising out of my use of the vehicle. I also promise to report any accidents which occur while this vehicle is in my possession to (department name) within 24 hours of the vehicle's return to (place where vehicle is returned).

*Signature* \_\_\_\_\_

*Date* \_\_\_\_\_

*Driver's License #* \_\_\_\_\_

*Expiration Date* \_\_\_\_\_



---

**Sample TMO  
Agreement with  
Participating  
Members**

On behalf of our employees, my company would like to participate in the Guaranteed Ride Home Program offered by the TMO.

I agree to abide by the policies of this program, and to instruct our authorized company representatives in the proper use of this service. If it is discovered that an employee of ours abuses this service, I understand that our company will be responsible for reimbursing the TMO office for the expenses incurred.

I understand that the TMO has made an arrangement with outside transportation vendors, and, therefore, that the TMO is not responsible for the actual service provided.

I understand that participating, my company is responsible for complying with the following procedures:

1. Instructing designated company personnel in the proper administration of this program;
2. Marketing this service to our employees
3. Supplying authorized personnel with the GRH voucher forms, and issuing the forms as needed to employees eligible to participate;
4. Insuring that the follow-up GRH survey is completed by participants and turned in to the TMO office within 30 days after use of the service.

**Name**

**Date**

**Title**

**Company Name**

**Phone Number**

***Sample Guaranteed  
Ride Home Informed  
Consent, Release  
and Waiver of  
Liability***

- I, the undersigned recognize that participation in the (Company Name's) Guaranteed Ride Home (GRH) Program is strictly voluntary and that such participation does not in any manner imply that I am acting in the course and scope of official company business, nor does it in any manner establish an employer-employee or an agency relationship with the company.
  
- I, the undersigned, for an in consideration of the request and permission to participate in the (Company Name) GRH Program, hereby assume full responsibility for all risk of injury or loss, including death, which may result from my participation in this program and hereby agree to hold harmless, release, waive, forever discharge and covenant not to sue or bring claim against (Company Name), their officers, agents and/or employees from any and all claims and demands whatsoever which the undersigned or any third person, and the representatives thereof have or may have against the said company, officers, agents or employees, by reason of any accident, illness, injury or death, or damage to or loss or destruction of any property arising or resulting directly or indirectly from my participation in the GRH program and occurring during said participation, or any time subsequent there to, whether or not such loss, injury or death is caused or alleged to be caused in whole or in part by the negligent acts or omissions of the company, their officers, agents or employees. The terms of this release shall serve as a release and assumption of risks for my heirs, executors, administrators and for all of my family members.
  
- The Undersigned acknowledges that he/she has read the foregoing two paragraphs, had been fully and completely advised of the potential dangers incidental to engaging in the (Company Name's) GRH program, and is fully aware of the legal consequences of signing the within instrument.

***Witness*** \_\_\_\_\_

***Signature of Participant*** \_\_\_\_\_

***Date*** \_\_\_\_\_



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## **Sample Hold Harmless Clause**

Although there is no specific precedent set in court to insure its validity, consider having program participants sign an informed consent, release and waiver of liability. You may want to incorporate a "hold harmless" clause. See Appendix C for a sample GRH informed consent, release and waiver of liability agreement, as well as a sample hold harmless clause.

"I, the participant, understand the guidelines of the Guaranteed Ride Home program and qualify by traveling to and from on this day in question by carpool, vanpool, bus, bicycle or on foot. I, on behalf of my heirs, successors or assigns, hereby release and hold harmless my employer from any liability, claims and demands of any kind whatsoever, including but not limited to any liability for personal injury, loss, theft or damage to my personal property, loss of income, consequential damages resulting from delays of absence of a car or rental car, or termination of the program. Furthermore, I understand that incorrect use of this service may result in my reimbursement of the transportation expenses incurred, and restriction from using this service again."

As previously mentioned, the California Workers' Compensation Act specifically prohibits contracts that exempt an employer from liability for work-related injuries incurred by employees (Labor Code 5000); thus employers cannot escape liability by having the employee sign a written release waiver. A release of liability or settlement agreement between an employer and employee is valid only if it is approved by a judge for the Workers' Compensation Appeals Board (Labor Code 5001).

### **Tip**

- Make sure your company's attorney reviews your GRH policy before it is implemented.



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## Sample Letter to Supervisors

- **TO:** All Supervisors
- **FROM:** (Name of ETC)

(Company name) has a commitment to the South Coast Air Quality Management District (SCAQMD) through the Regulation XV Commuter Program to develop a plan to aid in air pollution control. In the recent commuter plan that was presented to the SCAQMD by our company, we added an incentive to employees who carpool, vanpool, or take public transit to work. Any employee who is participating in a carpool, vanpool, or rides public transit, and experiences a personal emergency, is stranded at work because the driver of the carpool or vanpool had to leave due to an emergency, or is asked to work overtime on the same day, will be **guaranteed** a ride to their destination at (Name of Company)'s expense. This should not be interpreted as an offer to provide cab rides home for anyone who knowingly shares the ride on a day when he/she knows that they will be working late.

Supervisors will be provided with (X number) of GRH vouchers. Any employee who is participating in a carpool, vanpool, or rides public transit, and who is asked to work overtime or has an emergency and needs a ride home, should contact his supervisor. The supervisor will in turn call the taxi company at (phone number) and request a cab to arrive at the worksite at a designated time, and to deliver the employee to his/her destination. The supervisor will provide the employee with a taxi voucher. The employee will present the voucher to the taxi driver. The cab company will automatically bill (company name) for the fare plus tip.

If you have any questions, please contact (name of ETC) at extension (XXX).



**Sample GRH  
Pre-Registration  
Application**

**Applicant's Name**

**Department**

**Extension**

**Supervisor's Name and Extension**

**If Transit Rider, Transit Route & #**

**Names and Departments of Carpool/Vanpool Participants (if known)**

**Usual Number of Days per Week  
In Carpool, Vanpool or Public Transit**

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## ***Sample Procedures to Participate***

1. In case of an emergency, contact your supervisor and the Employee Transportation Coordinator or authorized representative.
2. The authorized representative will then verify program participation, possibly the use of a GRH form to determine if the participant is eligible and if the request is valid.
3. The employee must provide the following information: His/her name, extension, his/her department, supervisor's name and extension and his/her route or carpool/vanpool arrangement.
4. Once permission is granted from the supervisor and ETC, the employee will obtain a transportation voucher from the ETC.
5. The employee will contact (name of taxi company) at (phone number) to arrange a ride. The driver will complete the voucher and give a copy to the employee. The company will be billed directly for the ride at the cost of one dollar per mile.
6. Present the voucher to the driver.
7. Within 5 days after the employee uses this service, he/she is required to complete a brief report (provided by the ETC) which asks for confirmation of the GRH arrangement, and asks questions about the service itself. Failure to submit this form within 5 days would subject employees to limitations on further use of the program and full reimbursement of the transportation cost incurred.



## Sample GRH Confirmation Report

We hope that the Guaranteed Ride Home service has assisted you with your unexpected travel needs. Completion of this follow-up report will insure that your ride will be fully reimbursed.

1. Name: \_\_\_\_\_

2. Phone: \_\_\_\_\_

3. I regularly (check one)

☐ Carpool. Please identify a fellow carpooler by name and phone #:  
\_\_\_\_\_

☐ Vanpool. Please identify your vanpool driver by name and phone #:  
\_\_\_\_\_

☐ Ride the bus. Please identify your bus route:  
\_\_\_\_\_

4. Date of guaranteed ride: \_\_\_\_\_ Month \_\_\_\_\_ Day \_\_\_\_\_ Year \_\_\_\_\_

5. Method of ride: ☐ Taxi ☐ Rental Car ☐ Fleet Vehicle

6. Reason for ride: ☐ My Illness ☐ Family Illness ☐ Overtime  
☐ Other: (please explain) \_\_\_\_\_

7. How important is the "Guaranteed Ride" service to your decision to carpool, vanpool, or ride the bus to work? ☐ Very important ☐ Important ☐ Not important

8. How has your experience with this service compared with your expectations? ☐ Exceeded ☐ Satisfied ☐ Fallen short

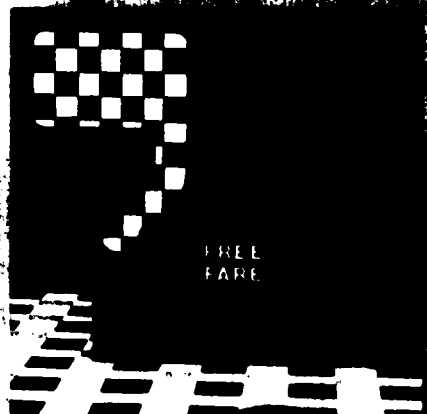
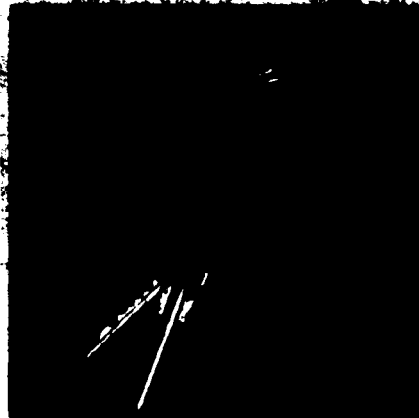
9. Comments: \_\_\_\_\_

Please sign this report and give to the Employee Transportation Coordinator within one week of the guaranteed ride.

\_\_\_\_\_  
Name of Participant

\_\_\_\_\_  
Date

**YOU'LL NEVER BE STUCK**

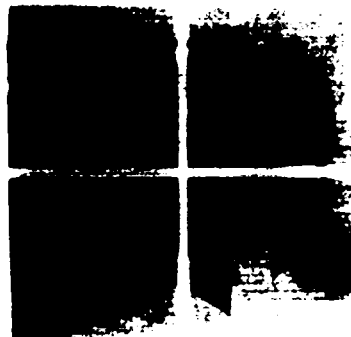


**WE GUARANTEE IT**



## YOUR GUARANTEE.

A lot of people like the idea of sharing rides, but they're scared of being stranded without a car. How will I get home if I have to work late? What if there's an emergency in my family? Don't worry. We'll take care of you. Because Warner Center carpools, vanpools, and bus riders have a "Guaranteed Ride Home."



## YOUR INSURANCE POLICY AGAINST BEING STRANDED

If you miss your normal ride home because of an unplanned emergency—illness, family crisis, or working late—you won't have to worry about being stranded. We'll get you home for free. And if you need to go somewhere else to deal with an emergency before going home—for example, the hospital or your child's school—don't worry. We'll pay to get you there first, and then we'll pay to get you home!

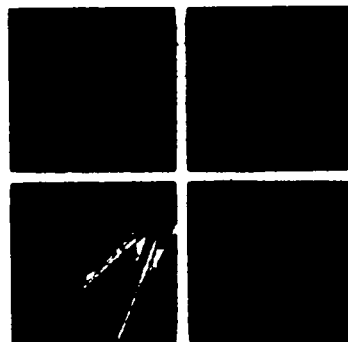
The Guaranteed Ride Home program contracts with taxi and rental car companies to make sure you can get home in an emergency. When you need a ride, you'll receive a special voucher to give to the taxi driver or rental

car company. The entire tab for your ride will be picked up by the Warner Center Transportation Management Organization, which your company belongs to on your behalf.

## GRAB A CAB OR A RENTAL CAR—FOR FREE!

If your destination is within 20 miles of your office, we'll pay for a taxi. A cab can usually pick you up at the office within 15-30 minutes of calling. The "Guaranteed Ride Home" voucher will cover the entire cost of the trip—including the driver's tip!

If your destination is more than 20 miles away, the rental car agency will pick you up at your office and shuttle you to its nearby facility, where you'll pick up a rental car. All you need to show them is a valid driver's license and your "Guaranteed Ride Home" voucher. You'll get use of the car for 24 hours, a full tank of gas, 150 miles of travel, and full insurance coverage completely free of charge.



## JUST PICK UP YOUR PHONE

When you need to use our Guaranteed Ride Home service, you won't get all tangled up in paperwork. Simply contact your company transportation coordinator or any other authorized company representative, and you'll receive a voucher form. Then give the voucher to your taxi driver or rental agency as validation for your free ride.



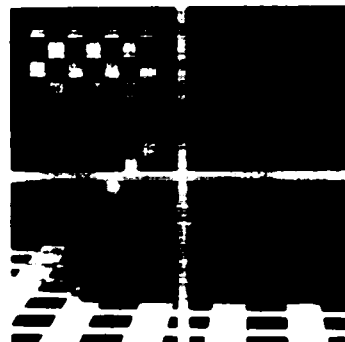
## THE SIMPLE TERMS OF THIS POLICY

To make sure the Guaranteed Ride Home program works smoothly and efficiently, here are just a few rules:

To be eligible for a Guaranteed Ride Home, you must work within Warner Center for a company participating in this program, and you must share a ride at least three times a week via carpool, vanpool, or bus on a regular basis.

You may use Guaranteed Ride Home if:

- (1) you or a family member suffers an illness or a severe crisis,
- (2) you unexpectedly work past normal quitting time at the request of your supervisor, or
- (3) your normal carpool or vanpool driver had to leave early.



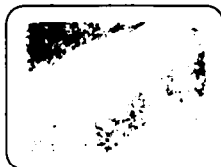
If your driver had an emergency, all stranded riders will be able to take the Guaranteed Ride Home together at the end of the day. The driver may also use the Guaranteed Ride Home program if he cannot drive himself home.

The Guaranteed Ride Home program is designed for unexpected emergencies. It may not be used for personal errands, pre-planned medical appointments, business-related travel, working late without a supervisor's request, or injury while on the job. Non-emergency side trips are not allowed.

You may use Guaranteed Ride Home a limit of two times per month, and a maximum of eight times per year.

Within 30 days after using the Guaranteed Ride Home, you'll be asked to complete a brief report that will confirm your use of this commuting arrangement, and will ask a few questions about the service itself.

Contact your employee transportation coordinator to find out more about ridesharing and your "Guaranteed Ride Home."



## guaranteed ride home

### Guaranteed Ride Home Program

TRW's Guaranteed Ride Home Program provides registered rideshare program participants (only) transportation in the event of an emergency. For example, the program enables a parent to pick-up sick children from school and take them home, or enables participants to get home if the driver must leave in an emergency. (Missing a ride or overtime is not a bona fide emergency.) The service is provided through a local taxi agency at no cost (up to four times a year) to registered rideshare participants only. The participant must reimburse TRW for taxi use should the four time use limit be exceeded.

### How To Use Guaranteed Ride Home

When registered rideshare participants encounter situations requiring emergency transportation they must:

1. Call the Commuter Services Office at Ext. 34431 and provide name, TRW badge number, and the TRW building where the pick-up is to take place. (Participants must be in the lobby when the taxi arrives.) Commuter Services will verify participation and have the taxi dispatched. The taxi driver will ask the passenger to identify him/herself and take down the name and badge number.
2. If, for some reason, Commuter Service cannot be reached, call Ext. 25825, the Chauffeur/Courier Dispatcher and provide the same information as in #1 above. If the request is routed through the dispatcher, the participant's supervisor must certify that the caller is a registered participant and provide his/her name and badge number.



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***THE UCLA  
GUARANTEED RIDE  
HOME PROGRAM...***



***...NOW OFFERING  
IMPROVED COMMUTING  
ALTERNATIVES***

Provided By The UCLA Commuter  
Assistance - Ridesharing Department  
(213) 206-1185



## NOW YOU CAN BE GUARANTEED A RIDE HOME!

The UCLA Commuter Assistance-Ridesharing's (CAR) Guaranteed Ride Home (GRH) program provides full-time vanpool and buspool participants a means to return home day or night in case of an emergency or the need to work overtime.

Now there are improved options which allow more UCLA commuters to enjoy the benefits of the GRH service. Full-time buspool and vanpool passengers now receive a free first-time use for both the overnight rental cars and Night Rider Vans. To make the service more affordable, car rental rates have been lowered for additional uses.

The UCLA Guaranteed Ride Home Program offers ridesharers the following benefits in case of an unexpected need for a ride home:

- Security
- Fast, reliable service.
- A comfortable way to get home when you really need it.

Please read the options available to full-time ridesharers within this brochure. We are positive that the flexibility of our program can make ridesharing an enjoyable experience for you.

## HOW DOES IT WORK?

The program will primarily consist of two services; *Night Rider Vans*, and overnight rental cars. Existing programs, such as the UCLA/Westwood Commuter Lines and the CAR Department carpool computer matchlist services, will be used as additional GRH services.

### DEPARTMENTAL RECHARGE

All campus departments now have the option to pay for their employees' GRH emergency uses caused by unexpected overtime or other work related reasons. For more information on this option please contact the Guaranteed Ride Home Coordinators at (213) 206-1185.





Night Rider Van service is designed for buspool or vanpool participants who have to work later than, or miss, their regularly scheduled van or bus departure.

The Night Rider Van routes are designed to correspond with the existing UCLA Vanpool service routes. (Please note: not all vanpool routes currently have Night Rider Van service available.)

The Night Rider Vans will leave campus from approximately 6:00-7:00 p.m. Monday through Friday evenings. The GRH Night Rider Van is free for the first use per quarter, with each subsequent use during the quarter costing only \$5.00. Buspool and vanpool passengers wishing to take advantage of this free ride must first notify the GRH Coordinators. A GRH voucher must be purchased from the CAR Department for additional uses during the quarter. Advanced voucher purchases are recommended and can be handled via campus mail.

Six (6) of the fifteen (15) seats on each Night Rider Van will be available to full-time passengers who wish to ride the van daily. Van arrival times will be determined by the van driver(s) and the GRH Coordinators. Full-time passengers will pay a monthly fare which guarantees their seat on the van. The remaining seats will be reserved for GRH Night Rider Van participants.

Part-time riders also may use the Night Rider

Van on a space available basis. A GRH voucher must be purchased in advance for \$5.00.

Anyone interested in becoming a driver or full time passenger on the UCLA Night Rider Van should contact the CAR Department at (213) 206-1185 or x61185.



Overnight University Rental car service will be available to GRH participants who have a day time emergency, those who do not have a Night Rider Van servicing their area, or for those who have to work later than the 6:00-7:00 p.m. departure of the Night Rider Vans.

The first use of the GRH rental car service per quarter is free. A mileage limitation for each rental car use is based on the distance of your regular buspool or vanpool commute. Rental car users exceeding their allotted mileage limit are charged 35¢ for each additional mile. The second use of the car costs 13¢ per mile, while any subsequent use of the vehicle costs \$15.00 per day plus the 13¢ mile fee. (Please note mileage limits apply for each rental.)

GRH participants wishing to use the overnight rental cars are required to call the CAR Department prior to 5:45 p.m. The CAR Dept. is open from 7 a.m.-5:45 p.m., Mon-Fri for rental car pick-up. A valid California Drivers License, and a safe driving record are required to participate in the GRH overnight car rental service. Payment is due upon return of the vehicle.



#### UCLA WESTWOOD COMMUTER LINES BUSPOOL SERVICE

UCLA Commuter Lines Buspool Service from Studio City, Sherman Oaks, Westchester, Central LA and the South Bay are available to GRH participants who miss their regularly scheduled van.

Buses leave campus daily at approximately 4:15, 5:15, and 6:15 p.m. to their respective destinations. Route maps and schedules for the Commuter Lines Service are available at the CAR Department. Fare for this service is \$1.50 one way.

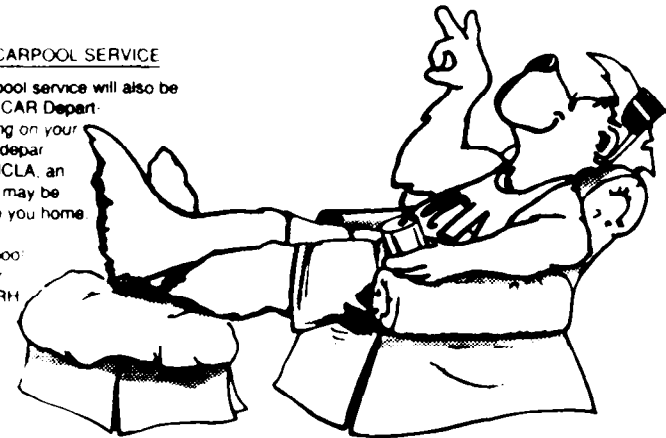
#### EMERGENCY CARPOOL SERVICE

Emergency carpool service will also be provided by the CAR Department. Depending on your destination and departure time from UCLA, an existing carpool may be available to take you home. Any cost for an emergency carpool ride will be determined by the GRH participant and the driver of the carpool.



If you have any questions or would like to participate in the GRH program, please contact the Guaranteed Ride Home Coordinators at (213) 206-1185. For general ridesharing questions, call the Commuter Assistance/Ridesharing Department at (213) 825-7639.

We believe the UCLA Guaranteed Ride Home Program will offer flexibility that will improve your ridesharing experience!



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## ***Acknowledgements***

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  - Texaco
  - TRW
  - Unocal
  - University of California, Los Angeles
  - Warner Center Transportation Management Organization
-



## ***CTS Offices***

### ■ ***Los Angeles***

3550 Wilshire Blvd., Suite 300  
Los Angeles, CA 90010  
Business: (213) 380-7750  
Commuter Matching: (213) 380-RIDE

### ■ ***North Los Angeles***

708 E. Palmdale Blvd.  
Palmdale, CA 93550  
Business: (805) 273-3162  
Commuter Matching: (805) 255-RIDE

### ■ ***Riverside and San Bernardino***

12139 Mt. Vernon Ave., Suite 202  
Grand Terrace, CA 92324  
Business: (714) 422-8088  
Commuter Matching: (714) 684-RIDE, (714) 825-RIDE

### ■ ***Ventura***

950 County Square Drive, Suite 101  
Ventura, CA 93003  
Business: (805) 656-2477  
Commuter Matching: (805) 656-RIDE





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